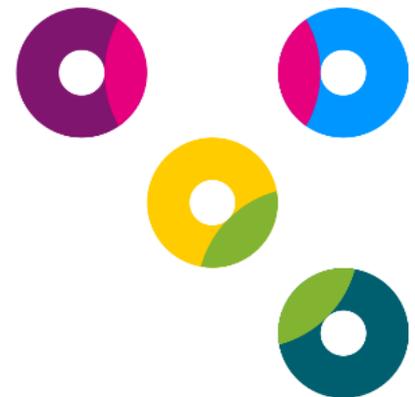


CPP Group

Gender Pay Gap 2017

We are committed to reducing our gender pay gap through being equal, and enabling our people to be the best they can be in achieving their full potential.



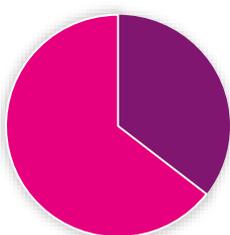
The below table shows our mean and median pay gap, this is based upon our hourly rates as at the snapshot date (5th April 2017).

The bonus period used for these calculations is the 6th April 2016 – 5th April 2017, this period contains the inclusion of 2015 and 2016 annual bonuses.

	Mean	Median
Hourly Rate of Pay	18.3%	21.7%
Bonuses Paid	19.2%	28.6%

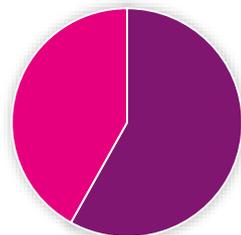
Pay Quartiles

LOWER QUARTILE



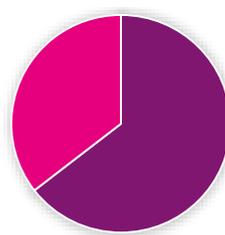
■ Male ■ Female

LOWER MIDDLE QUARTILE



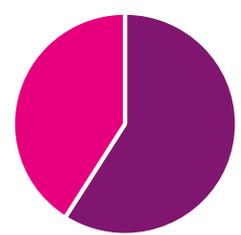
■ Male ■ Female

UPPER MIDDLE QUARTILE



■ Male ■ Female

UPPER QUARTILE



■ Male ■ Female

	Lower Quartile	Lower Middle Quartile	Upper Middle Quartile	Upper Quartile
Men	35.5%	58.1%	64.5%	59%
Women	64.5%	41.9%	35.5%	41%

CPP Group

Our Conclusions

We're confident that both men and women receive equal pay across our business, as our processes are gender neutral by design. We ensure that everyone, regardless of their gender, has an equal opportunity to thrive in our organisation.

Our processes are more importantly evolved around our values and behaviours, and how our individual's role model these to support our cultural vision.

While our processes are gender neutral, our gap lies before the application of these as our gap is driven by the structure and shape of our workforce. The predominance of males in senior roles and females in entry level roles, highlights our gap after our processes have been applied. This is due to pay and bonuses being attributable to the role itself rather than the individual that sits in the role, by working towards an equal distribution of male and females in roles this will narrow our gender pay gap.

We're passionate about the way and how we do things to embed equality across our organisation, as part of our commitment towards this we are dedicated to closing our gender pay gap and we are addressing this by; reviewing recruitment processes, implementing additional gender pay analysis during annual pay and bonus reviews, promoting flexible working on all roles including senior roles and to support growth and development of women into leadership roles through talent and succession plans. We're also working towards engaging with our communities to promote gender balance in the workplace.

The data alone doesn't drive change, this is why we're committed to acting on gender parity and by being transparent on our gender pay gap and identifying root causes it helps find solutions that are needed to re draw the balance between men and women in our organisation as well as in society. Because of this we're working towards narrowing our gap to a goal of 10% (2% tolerance) by 2020, in line with our cultural and strategic vision.

I can confirm the above data reported is accurate.



Justine Shaw

People and Culture Director



Jason Walsh

Chief Executive Officer

