



GENDER PAY REPORT 2018

We are an employer required by law to carry out the Gender Pay Reporting under the Equality Act 2010 (Gender Pay Gap Information (Regulation 2017)).

Our people are the heart of our business and we believe that every employee should have the opportunity to flourish, achieve their potential and contribute to the success of the business.

Hourly Rate

The mean hourly rate is the average hourly wage across the entire organization so the mean gender pay gap is a measure of the difference between women's mean hourly wage and men's mean hourly wage.

The median hourly rate is calculated by ranking all employees from the highest paid to the lowest paid, and taking the hourly wage of the person in the middle; so the median gender pay gap is the difference between women's median hourly wage (the middle paid woman) and men's median hourly wage (the middle paid man).

Mean Gender Pay gap: 5.77%

Median Gender Pay gap: -3.59%

Bonus Pay

Mean Bonus Pay gap: -70.53%

Median Bonus Pay gap: -81.77%

When it comes to bonus pay gap, the data indicates that the mean and median bonus pay gap % favours women.

Who received bonus pay

46% of women received a bonus

29% of men received a bonus

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Pay Quartiles

Pay quartiles are calculated by splitting all employees in an organisation into four even groups according to their level of pay. Looking at the proportion of women in each quartile gives an indication of women's representation at different levels of the organisation.

	<u>Lower quartile (lowest paid)</u>	<u>Lower middle quartile</u>	<u>Upper middle quartile</u>	<u>Top quartile (highest paid)</u>
Men	65.5%	23.6%	67.3%	63.6%
Women	34.5%	76.4%	32.7%	36.4%

As an employer we are committed to addressing diversity and approach this in a number of ways including:

- Balancing the gender split at our senior management levels (Company Board and Executive team)
- Developing a talent matrix to ensure that promotions are based on potential and performance
- Developing our recruitment and selection process to ensure it is consistently implemented and competency based as well as being linked to our brand values
- Training our recruiting managers to follow the company guidelines and recruit objectively
- Advertising for new team members across a broad spectrum of platforms

We will continue to promote quality and inclusion and are committed to reducing any existing gender pay gap year on year.

We confirm the data reported is accurate.

David Stacey

Managing Director

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