



2020/2021 UK Gender Pay Gap Report

This is our first annual gender pay gap report. Like many others in the manufacturing & printing industry, we often face challenges recruiting females employees, especially those with STEM (science, technology, engineering and mathematics) qualifications and experience, due to the lesser numbers of females studying these subjects in the UK. Manufacturing has predominantly been a male focused career choice in the past but we are gradually seeing this change.

Over the last few years we have made great steps in the right direction, creating a culture which values diversity and inclusivity. We are delighted to see over the last 12 months, 50% of hires into our IT department have been female, traditionally a male represented area.

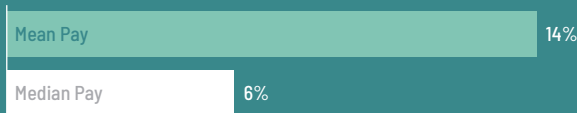
We strive to be the world's most customer focused personalised and on demand printer and our people strategy is key. We are committed to developing and attracting female talent into the business through our apprenticeship and graduate programmes and we will be continuing to build on the good practice that has resulted from the Covid pandemic regarding flexible/ agile working.

We are the UK's leading digital printer and photo gift fulfiller.

Our Data for 2020/21

Gender Pay Gap

Difference in mean and median gender pay gap



The mean gender pay gap is the difference in average hourly rates of male and female employees received, shown as a percentage of male employees' earnings.

In the UK we have one site, located in Newton Abbot. The figures are for Harrier LLC.

Gender Bonus Gap

Difference in mean and median gender bonus gap



The mean gender bonus gap is the difference in average bonus pay that male and female employees received, expressed as a percentage of male employees' earnings. The median shows the difference in the midpoints of the ranges received by men and women, shown as a percentage of male employees' earnings. This is led by our CEO being male.

Bonus Payments

Proportion of males and females receiving a bonus



This is the percentage of men and women who received a bonus in the 12 months up to 5th April 2020.



Proportion of males and females by pay quartile



What is the Gender Pay Gap?

The gender pay gap is the difference between the average (mean or median) earnings of men and women across a workforce. It is not the same as equal pay. Having a gender pay gap does not mean that men and women are not receiving equal pay at Harrier.

From 2017, employers who have a headcount of 250 or more on a 'snapshot date' must comply with regulations on Gender Pay Gap Reporting. Gender pay gap calculations are based on employer payroll data drawn from a specific date each year. This specific date is called the 'snapshot date'.

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How are we going to close the gap?

Like many businesses in the industry we have a gap, particularly across our senior management positions. However, we are seeing more women being promoted and recruited into senior positions within the business, ensuring we have diversity at the forefront of our recruitment.

We will continue to build on the good practice that has resulted from the pandemic regarding flexible/ agile working, developing our policies to supporting those with family commitments. We are committed to doing everything we can to increase the number of female entrants into our business by ensuring that Harrier is a place where women want to work.

In summary, we are confident that through our long-term focus on developing and attracting talent across the business, that in time, we will close the gap.

Declaration

I confirm that our data has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Information) regulations 2017.

Chris Hughes
President & Chief Executive Officer

