

# OUR GENDER PAY GAP REPORT

## January 2019



Last year, Steeper published its Gender Pay Gap report in line with the UK Government Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. This year we have compared the 2017 to 2018 figures when producing this report. The actions we have taken during 2017 have helped us to close the gap in certain areas, and to make Steeper the company where women can succeed.

## 1. Our year two data

Steeper's gender pay gap data was collected on 6 April 2018. At this time there were 417 employees within our UK business: 280 men and 137 women.

The above figures represent a decrease in male workers by 25 employees and an increase in female employees by 3 people from our published figures in April 2018.

### Women's earnings are lower by:

	2017	2018	+/- percentage points
<b>Mean</b> gender pay gap	20.8%	15.31%	- 5.49
<b>Median</b> gender pay gap	8.6%	10.82%	2.22

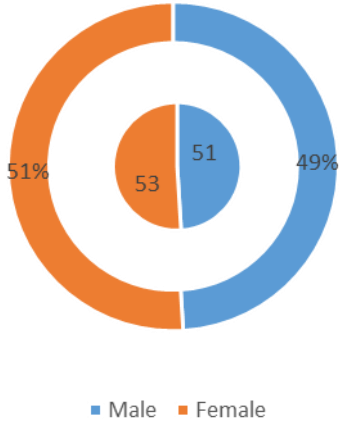
We believe the decrease in the mean average is largely due to changes made to the makeup of Steeper's senior leadership team, this is a good indication that the actions we are taking are beginning to have the right impact. However, there is still far more for us to do to close the gap.

Although we have identified a slight increase in the medium averages from 2017 to 2018, in June 2018 (after producing our first gender pay gap report in April 2018), we benchmarked our UK salaries, helping us to bring them more into line with the market rates and narrowing the span of our salary range. Within our next annual review we will again address inconsistencies in salaries which will allow us to ensure we will bring those below the minimum level of the range up to at least the minimum which means a restriction in individual salary growth for individuals already above the range (largely due to historical inflationary increases year on year and discrepancies within employee groups TUPE'd in from other businesses). This activity will create a positive impact on our median gender pay gap as we develop greater controls over pay inequality in similar-sized jobs.

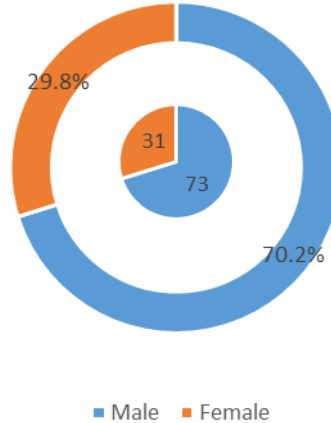
The gender pay gap fell from 18.1% in 2017 to 17.1% in 2018, whilst Steeper's median figures slightly increased from 2017 we are still considerably less than the national average. (ONS, 25 October 2018)

**Proportion of men and women in each pay quartile (%)**

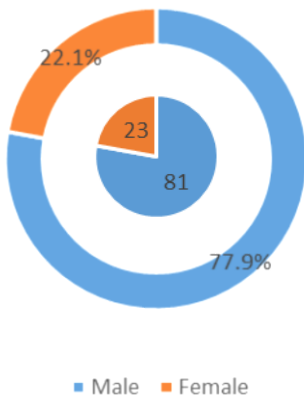
Lower Quartile



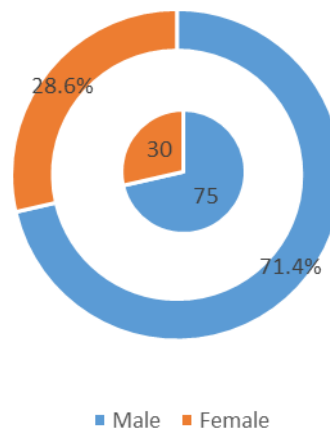
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile



From last year to this year, Steeper has seen a significant increase in the upper quartile with the appointment and promotion of several females into senior positions within the business. In the lower quartile female employees are now greater than their male counterparts some earning up to 5p in the pound higher than males, with both the lower and upper middle quartiles remaining static.

<b>Bonus gender pay gap</b>	2017	2018
<b>Mean</b> bonus gender pay gap	62.03%	70.3%
<b>Median</b> bonus gender pay gap	8.02%	67.41%

<b>Proportion receiving bonus payments</b>	2017	2018
<b>Male</b>	11.15%	7.86%
<b>Female</b>	9.7%	3.65%

## 2. Previous actions – The year in review

Steeper is an independent provider of prosthetic, orthotic and assistive technology products and services, over the years we have formed many partnerships with the NHS in supporting them and our other customers in delivering a high-quality clinical service provision and supply of products. The NHS follow strict rules and regulations when awarding contracts for services and products, sometimes these contracts already have existing employees undertaking the role. As these employees are protected under the Transfer of Undertakings (Protection of Employment) Regulations employers have a duty to honour their existing employee's terms and benefits.

In our first gender pay report which was published in April 2018, we stated within our clinical services business (which forms the highest percentage of all our employees and the highest proportion of our part-time staff), eradicating the gender pay gap is as was then outside of our business's control because not all providers undertaking similar services and provisions to ourselves offer like for like pay and benefits.

However we did prioritise a number of areas for action in which we could make an impact on reducing any gender pay gap within our business. Here we report on our progress for each area and how we are building on our 2017/2018 plan in order to encourage further progress towards our goal of reducing even further the Steeper's gender pay gap.

### Job Evaluation

Our journey in this area has commenced and we have involved a number of our workforce in helping us to develop a non-discrimatory scheme which will provide the basis for a grading and pay structure within the business. We will continue along our journey in this area and further work and commitment will be focused in order to achieve our goal.

### Reward Structure

We have conducted a review of our reward processes and a number of new initiatives over pay and benefits have been introduced within the business; dedicated service awards recognising service and

loyalty, an employee engagement platform that gives employee benefits, discounts and perks amongst other benefits and the opportunity for attaining bonuses in specific areas.

### **Recruitment Processes**

All colleagues within Steeper have equal opportunity to progress regardless of gender. Our recruitment process is non gender specific related and we do not have roles which are reliant on gender. Colleagues are made aware of any vacancies and encouraged to apply by their managers.

### **Flexible Working**

We have reviewed flexible working arrangements across our business and did not identify any barriers. Flexible working is still a significant part of the way in which Steeper offers to its employees

## **3. Executive Board perspective**

In our first gender pay gap report, published in April 2018, we said we are committed to ensuring all employees are treated and rewarded fairly irrespectively of gender. Our aim then as is now still, to ensure our pay and conditions of employment are non discriminatory and employees receive equal pay for work of equal value.

Last year's report was a pivotal exercise, setting a clear benchmark that brought into focus what areas were needed to achieve change. We believe we are making the right changes and we expect to see real progress year-on-year.


To give some context to this report, understanding and improving our gender balance is an important part of our journey. Reducing our gender pay gap through better gender balance across all levels of the business required understanding and focus from leadership, the Executive and Operations boards and people managers across the business. It also required us to continue to evidence-base, with real insight on the makeup of our workforce, progression and pay differentials.

2017 saw us make significant transformational and culture changes. We bought the business, we heavily invested in new state of the art premises to house our manufacturing facility, new, updated and better equipment was installed. We reviewed our processes throughout all our operations, which enabled us to improve and have greater efficiencies for the business. Ultimately some of these changes resulted in a reduction in the overall workforce of 5.7%, all reductions were a result of natural wastage with employees not being replaced in areas where efficiencies had been implemented.

As we move forward, our entire leadership team has committed to focus on achieving all the ambitions we set out in our people and gender goals going forward.



**Paul Steeper**  
CEO



**John Midgley**  
COO/CFO