

Gender Pay Gap Report 2019

Gender Pay Gap Report

As an expanding global business, Camira is committed to creating a workplace where all our people feel valued and empowered to fulfil their potential, in an environment where we are continuing to promote greater diversity and inclusion. This is very important to us. We are now publishing our gender pay gap figures for the second year and are confident that our gender pay gap is not caused by men and women being paid differently to do the same job, but is driven instead by the structure of our workforce.

Gender & Bonus Pay Gap

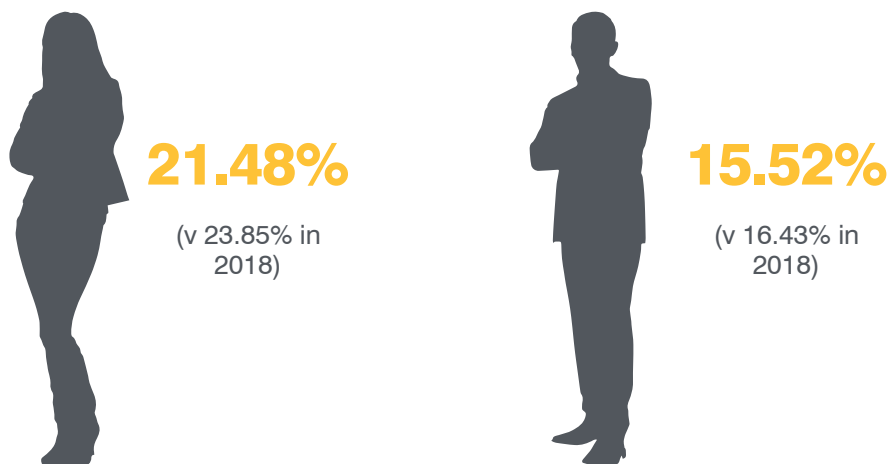
As of the snapshot date (April 5th 2019) the table below shows our overall mean and median gender pay gap and bonus pay gap based on hourly rates of pay. The percentage shown is the difference in overall mean and median pay and bonus between men and women:

Difference between men and women 2019 GPG Figures	Mean (average)	Median (Mid-range)
Hourly Pay Gap	10.67%	14.56%
Bonus Pay Gap	67.67%	43.78%

For the purposes of comparison, our 2017 and 2018 gender pay gap figures are outlined below

Difference between men and women 2017 GPG Figures	Mean (average)	Median (Mid-range)	Difference between men and women 2018 GPG Figures	Mean (average)	Median (Mid-range)
Hourly Pay Gap	18.88%	16.29%	Hourly Pay Gap	12.26%	9.36%
Bonus Pay Gap	39.04%	50.90%	Bonus Pay Gap	83.83%	17.74%

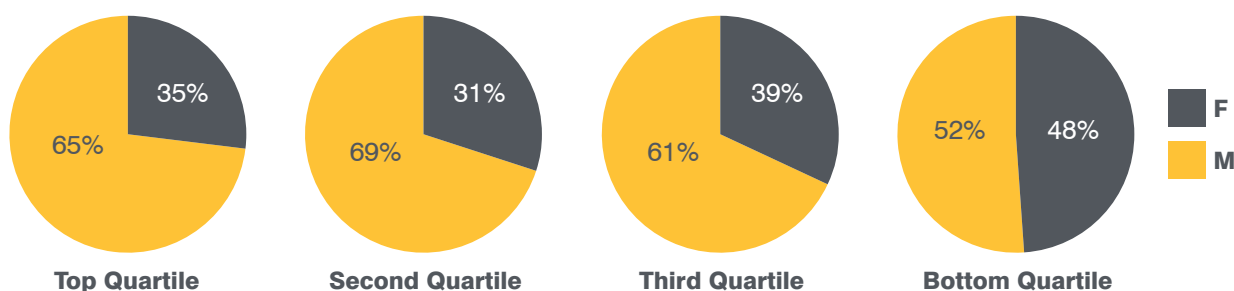
Proportion of males and females receiving a bonus payment



The above shows that 5.96% more of our females than our males received a bonus payment for their performance in 2019.

Proportion of males and females in each pay quartile

We have divided our workforce into four equal-sized pay quartiles, each containing 89 people. The graphs below show the split of males and females in each of these quartiles.



As was reported in our 2018 figures, our 2019 report continues to show that we employ many more males than females in our manufacturing operations, which is typical of many manufacturing businesses in our sector. However, this is not the case in our bottom quartile, where the split of male to female is almost identical. Having reviewed our pay differentials by quartile, there is no significant pay differential in the first three quartiles and in our second quartile females are paid slightly more on average than males as outlined below:

Top Quartile	9.45% Mean pay differential
Second Quartile	-2.79% Mean pay differential
Third Quartile	2.64% Mean pay differential
Bottom Quartile	1.67% Mean pay differential

The gender pay gap is mostly confined to the top quartile of our business, where females earn an average of 9.45% less than males. Having reviewed the data for this quartile, the differential in average pay and average bonus is because we have fewer females in our more senior grades. It is not as a consequence of females and males being paid differently doing the same job, or roles at the same level being paid differently. At the date of reporting, males represented 61.9% of our top three management grades and it is this imbalance that we are continuing to address.

Paul Barnard
Chairman