

GENDER PAY GAP REPORT 2021

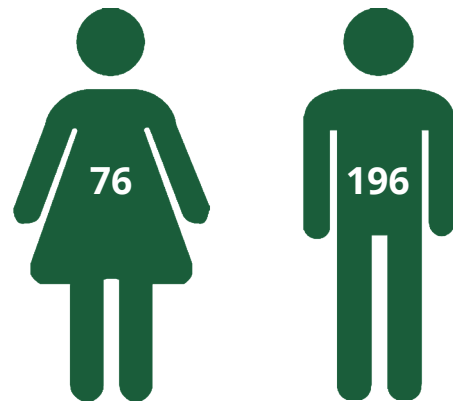
Our global team has over **1,250** employees. At the time of reporting, we employed 255 staff in the UK, split into both regional and Head Office teams.

We collected our data on the 1st April 2021, when our UK-based workforce consisted of **86** women and **169** men. Our female employee population represents 34% of the total UK-based workforce, up by 6% in comparison to 2020. Our core operational work of maintaining cemeteries and monuments attract predominantly male applicants whereas our office-based staff is more equally split in terms of gender diversity.

WORKFORCE GENDER 2021



WORKFORCE GENDER 2020



PAY GAP

The gender pay gap shows the difference between the average (both the mean and median) earnings of men and women. This is expressed as a percentage of men's earnings over women's earnings

PAY GAP

Women's earnings are higher than men's by:

	2021	2020	+/- Percentage Points
Median gender pay	-10.0%	0.0%	+10.0
Mean gender pay	-5.0%	-6.0%	+1.10

Our gender pay gap has increased this year, in comparison to last year's figures. Covid19 has impacted our annual Intern Programme, in which we send 36-40 young people to our sites in France and Belgium, on a short-term basis to work alongside our local staff. Whilst the salaries for interns are based on the National Living Wage, the Commission covers in addition all travel costs and part of the accommodation costs.

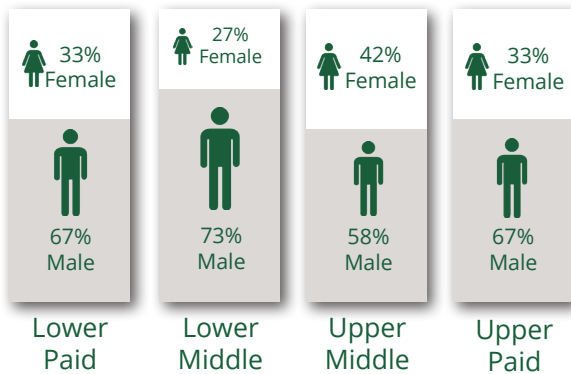
Thus far, the interns programme has attracted predominantly female candidates which impacts our mean gender pay figures. The programme has been very successful, and it has led to the establishment of an Intern Alumni where many have stayed on as CWGC Ambassadors. In addition, several Interns have joined us on a permanent basis in administrative roles with the opportunity to develop their careers in the future.

In addition, the other variable that affects the gender pay figures, are the members of the senior management team. Our executive team is made up of 6 senior directors, 4 of which are female compared to 2 that are male. By the nature of their role, they are the highest earners, and therefore they significantly impact the gender pay average.

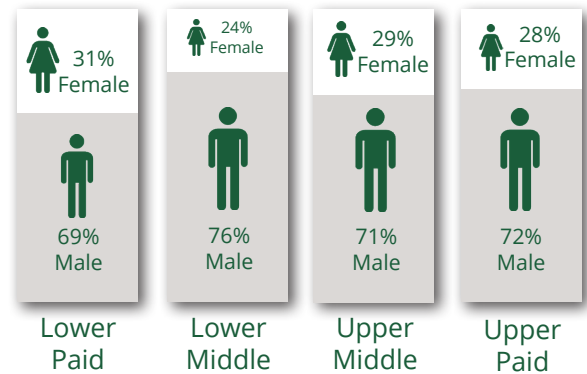
Following Brexit, the majority of our expatriate staff that were stationed abroad, moved to local employment terms where they were based and are therefore no longer on the UK payroll. The expatriate staff were all male and the majority had long service thus were on the top end of their pay scale. This has had an impact on the mean gender pay figures as 22% of roles held by senior males were removed from the reporting pool.

GENDER BREAKDOWN PER PAY QUARTILE

Proportion of male and female staff in
QUARTILE PAY BAND 2021



Proportion of male and female staff in
QUARTILE PAY BAND 2020



The above illustrates the gender distribution across four quartiles. Our lower quartiles represent the operational roles including Gardeners and Stone Masons, which attract mostly male candidates, which is common within our industry. Our work attracts staff that work manual roles in cemeteries and memorial sites and whereas we actively encourage all candidates to apply, our roles attract more male candidates.

BONUS

Bonus payments are only made in exceptional circumstances and no bonuses were paid to any employees in this reporting period therefore there is nothing to report on bonus payments.



GENDER PAY REPORT SUMMARY

The gender pay gap is the percentage difference between men and women's median hourly earnings; it is not a measure of the difference in pay between men and women for doing the same job. The Commission pays males and females equally for doing like-for-like jobs.

The Commission strives for fairness and transparency, and we are committed to ensuring we pay equally for the job, regardless of gender. All our jobs are graded using a global grading system and salaries are benchmarked annually against several data surveys. Equality is a key element of our reward strategy, and we are committed to ensuring equal treatment regardless of gender.

Processes have been introduced to ensure fairness and consistency with reward specialists championing equal treatment. A global grading methodology is used to measure each job and each role is placed within a pay range that is benchmarked using a variety of sources. Regular audits are undertaken to ensure that our processes are followed, and that fairness and consistency is maintained.

The CWGC is committed in ensuring that men and women have equal opportunity to work at every level of our organisation and we continually review our people policies and practices to ensure gender equality throughout all grades.



Declaration

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



Claire Horton CBE
Director General



Declaration

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



Barry Murphy
Director of Operations