

Gender Pay Gap Report 2020

Our global team has over **1,200** employees. At the time of reporting, we employed 272 staff in the UK, split into both regional and Head Office teams.

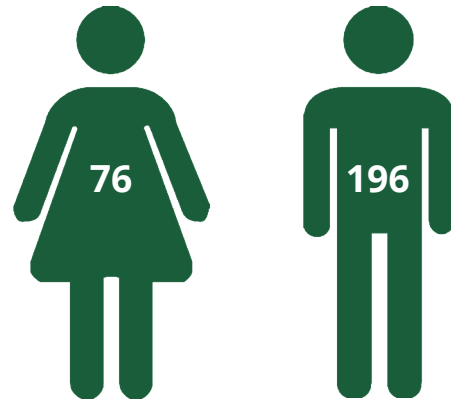
We collected our data on the 1st April 2020, when our UK-based workforce consisted of **76** women and **196** men. Our female employee

population represents 28% of the total UK-based workforce, down by 1% in comparison to 2019. Our core operational work of maintaining cemeteries and monuments attracts predominantly male applicants whereas our office-based staff is equally split with 48% of the total population being female.

WORKFORCE GENDER 2019



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:

	2019	2020	+/- Percentage Points
Median gender pay	6.0%	0.0%	+6.0
Mean gender pay	4.0%	-6.0%	-3.0

Our gender pay gap has decreased 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.

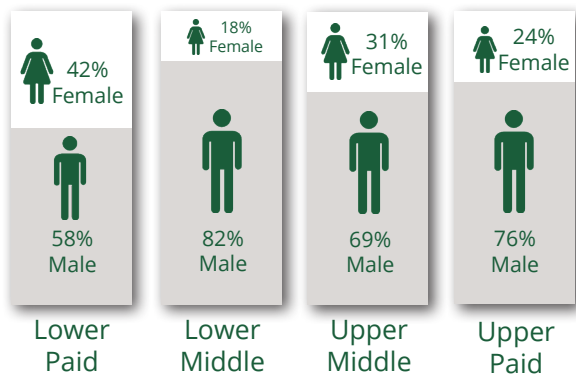
The programme has been very successful, and it has led to the establishment of an Intern Alumni where many have stayed on as CWGC Ambassadors. In addition, several Interns have joined us on a permanent basis in administrative roles with the opportunity to develop their careers in the future. Thus far,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

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 heavily distort the gender pay average.

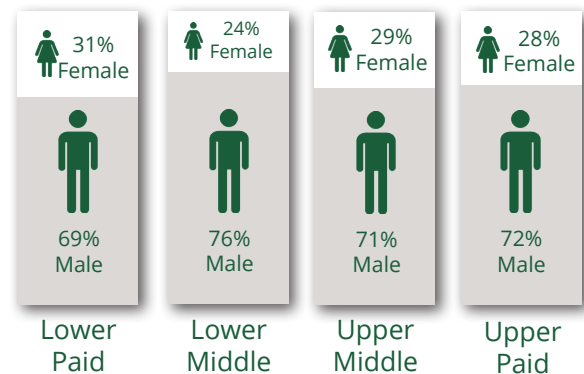


GENDER BREAKDOWN PER PAY QUARTILE

Proportion of male and female staff in
QUARTILE PAY BAND 2019



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.

51% of the women that we employ are in roles in the upper middle and top quartiles, in comparison to **48%** in 2019. Our office-based gender diversity is more balanced compared to non-office based roles with 48% of office based staff being female.

BONUS



Men's median bonus earnings are higher than women's by:

2019
-50%

2020
65%

**+/-
Percentage
Points**

15%

Men's mean bonus earnings are higher than women's by:

-56%

65%

9%

Bonus payments are only made in exceptional circumstances and due to this, a very small number of staff (3 people) received an exceptional achievement bonus. As the numbers receiving a bonus are so small, all variations have a significant impact on the report.

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.

A handwritten signature in black ink, appearing to read 'B. Murphy'.

Barry Murphy
Interim 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.

A handwritten signature in black ink, appearing to read 'J Redmond'.

Jamie Redmond
Director of Human Resources