

Venn Group is an acknowledged leader in professional interim recruitment where experience and performance are rewarded equally. Despite this, we currently have a gender pay gap because our senior management team is predominately male and our entry level support roles are predominately held by females. Support roles do not earn commission which affects our gender pay gap as 60% of our support employees are female. However we are pleased to see our figures are better than our competitor and industry comparison figures.

As well as data for our internal employees, we are required to report on the data for our candidates.

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



**Philip Hanna, Managing Director**

### How we intend to close the gap

Our directors will endeavor to continue to make changes to improve our gender pay gap.

The under representation of females in the upper quartile indicates we need to do more to encourage and support additional females to progress to senior management and beyond within the business. We continue to grow organically and promote from within, so we need to do more to ensure females can access opportunities to progress their careers.

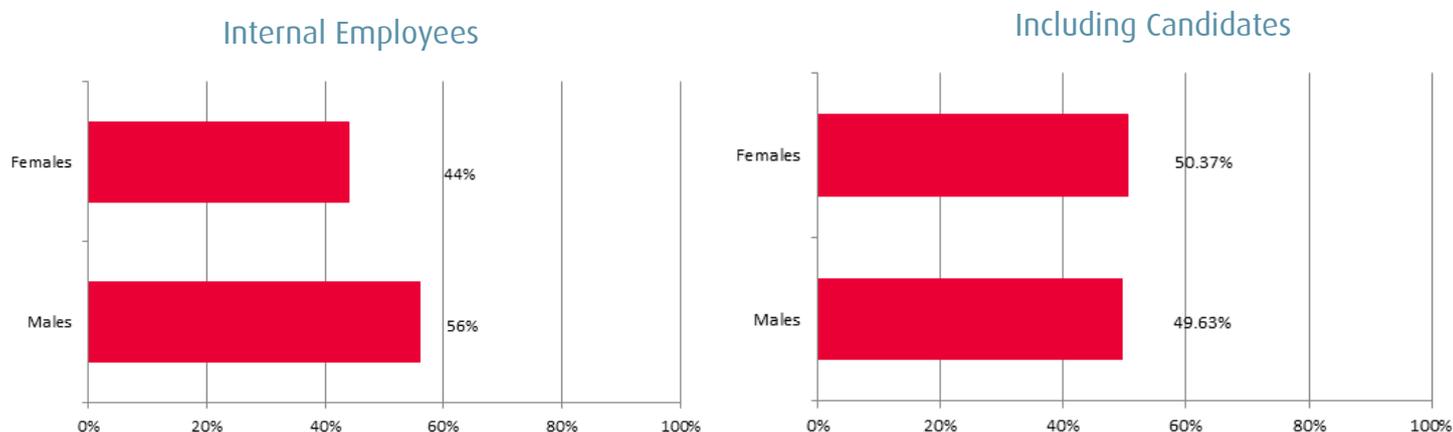
Looking at our leaver data over the past 10 years, the quantity of male and female leavers is fairly equal until we reach tenure over four years. At this point, significantly more females are leaving than males. We have noticed that some female leavers choose not to return after starting a family which means there are less of them to promote. To encourage females to return and progress their career at Venn Group, we will continue to offer an enhanced maternity package along with flexible working. Going forward, we will offer coaching and support to female employees approaching four years tenure to find out what their long term objectives are and how we can help them to achieve these.

Another area where we will be focusing our attention is the attraction rate of females. In 2017, our recruits were 54% males and 46% females; this is a small difference but is potentially something that is contributing to our gender pay gap as there are less female employees to promote into senior roles.

Promoting more females will address the gender pay gap as senior roles attract a higher salary and it will also address the bonus gender pay gap as these roles also have higher bonus earning potential.

## Key Data

### Gender Splits



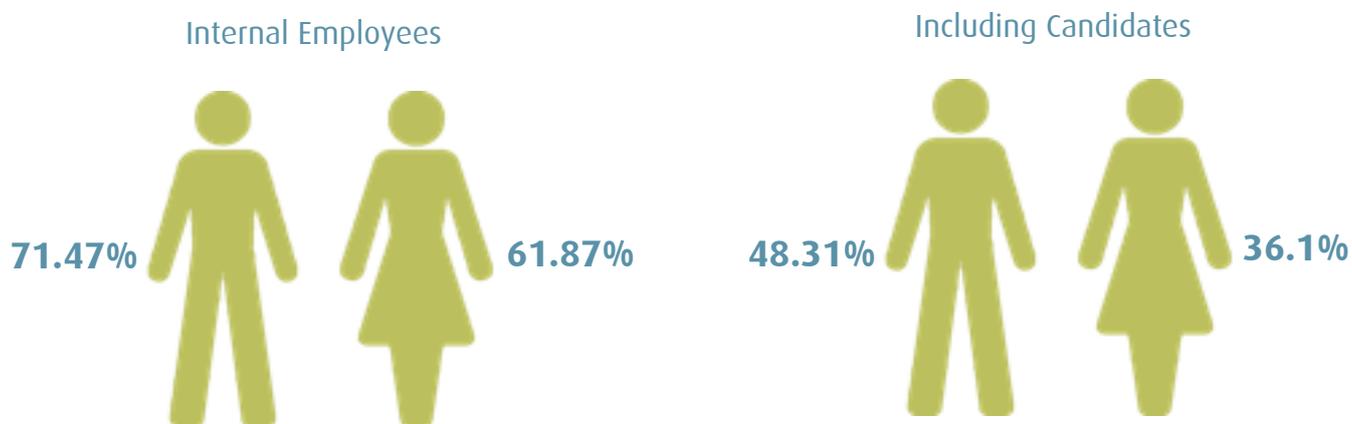
### Gender Pay Gap in Hourly Pay

	Mean	Median
<b>Hourly Pay Gap (internal employees)</b>	18.98%	11.09%
<b>Hourly Pay Gap (including candidates)</b>	20.83%	15.58%
<b>Industry Average for Sales, Marketing &amp; Related Associate Professionals (ONS)</b>	19.3%	19.5%

### Gender Pay Gap in Bonus Payments

	Mean	Median
<b>Bonus Pay Gap (internal employees)</b>	3.99%	4.99%
<b>Bonus Pay Gap (including candidates)</b>	9.48%	14.06%
<b>Competitor Comparison (gov.uk)</b>	19.3%	19.5%

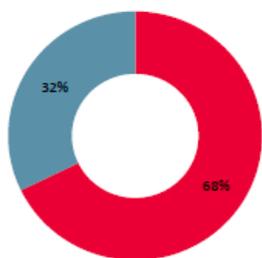
## Proportion of employees receiving a bonus



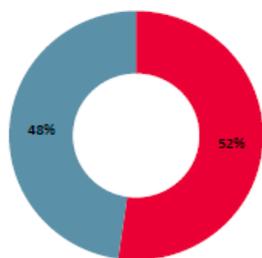
## Proportion of males and females in each pay quartile

### Internal Employees

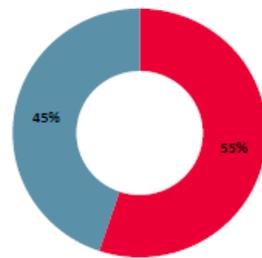
Female ■ Male ■



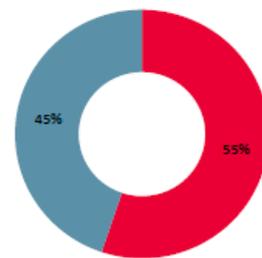
Upper Quartile



Upper Middle Quartile

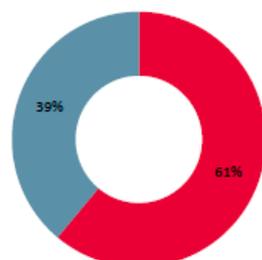


Upper Lower Quartile

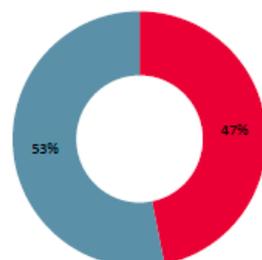


Lower Quartile

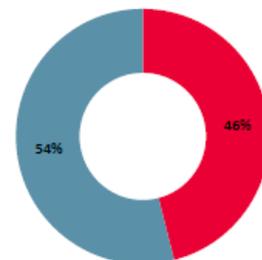
### Including Candidates



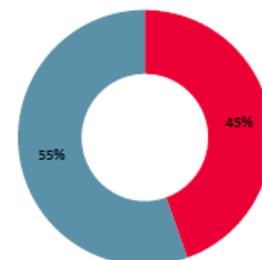
Upper Quartile



Upper Middle Quartile



Upper Lower Quartile



Lower Quartile