



Gender Pay Gap Report 2021/22

What is a gender pay gap?

The metrics that are necessary to report on under the rules on gender pay gap are as follows:

- The difference in mean pay of full-pay men and women, expressed as a percentage;
- The difference in the median pay of full-pay men and women, expressed as a percentage;
- The difference in mean bonus pay of men and women, expressed as a percentage;
- The difference in median bonus pay of men and women, expressed as a percentage;
- The proportion of men and women who received bonus pay; and
- The proportion of full-pay men and women in each of four quartile pay bands.

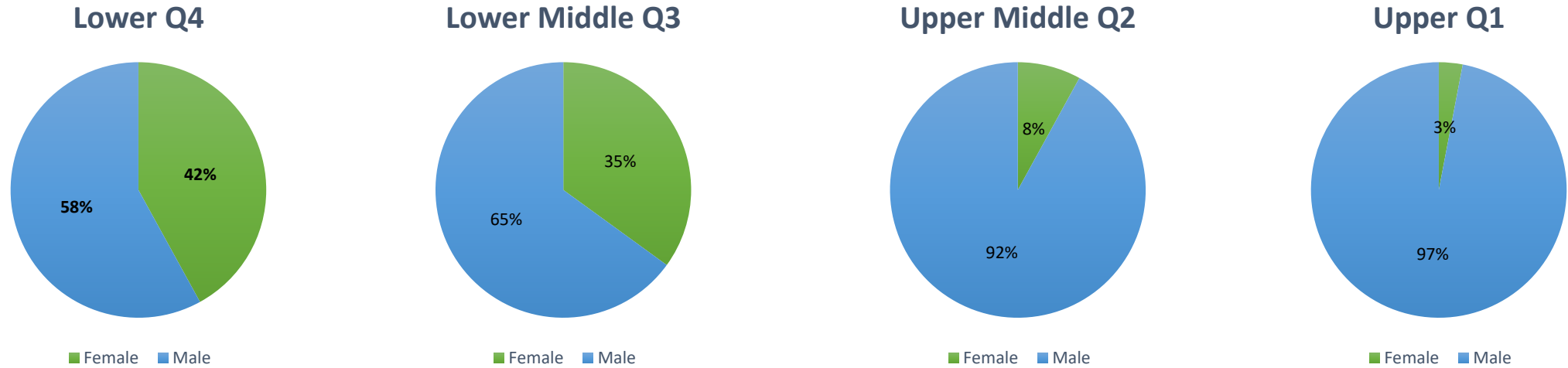
The Calculations

- The figures set out below have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.
- Our calculations included 162 female “full pay relevant” employees and 628 men, full and part time. Full pay relevant employees are those who received their standard wage payment for the snapshot date (the month of April 2021). Any employee who did not receive their full pay for any reason (for example, through being on parental leave, sick leave etc.) would not have been included in the calculations with the exception of the bonus pay gap calculations whereby all employees were included.

Mean and Median Calculations

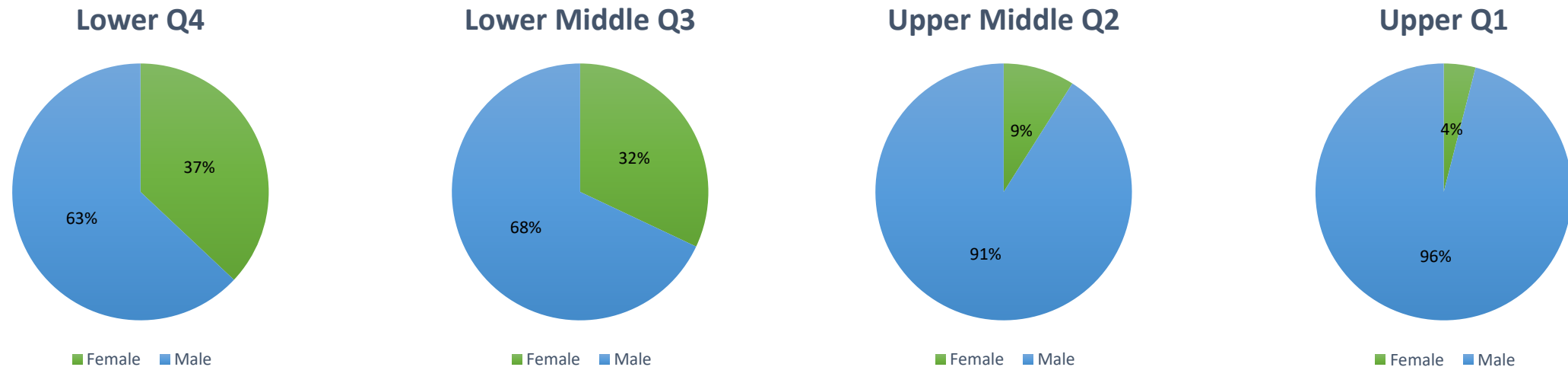
- In order to calculate the gender pay gap, the hourly rate of all employees first needed to be calculated. Elements included in this were basic salary payments. Items that needed to be deducted from total monthly payments were any salary sacrifice items (e.g. childcare vouchers and pension).
- Once all relevant employees' hourly pay rates had been calculated, they were split into females and males and the mean average pay rate was calculated.
- In order to work out the mean gender pay gap, the female mean average hourly rate was subtracted from the male hourly rate, the result was then divided by the male hourly average rate and expressed as a percentage.
- To calculate the median gender pay gap, all female and male employees were listed in separate lists in order of hourly pay rate, high to low. To calculate the median gender pay gap, the female median pay rate was subtracted from the median male pay rate, divided by the male pay rate and then multiplied by 100.

Summary of Clays Gender Pay Gap 2020/21



	Hourly Rate	Percentage
Median	F: £9.74 M: £14.89	34.56%
Mean	F: £11.36 M: £14.98	24.12%

Summary of Clays Gender Pay Gap 2021/22



	Hourly Rate	Percentage
Median	F: £10.26 M: £13.64	24.81%
Mean	F: £11.64 M: £14.79	21.34%

Summary of our 2021/22 findings

We are pleased to report that Clays median figure has reduced from the previous year by 10%. The mean figure has also reduced by 3%.

Our latest data shows a positive step forward with an increase of females moving into the upper and upper middle quartiles.

What are the underlying causes of Clays gender pay gap?

Clays is committed to the principle of equal opportunities and equal treatment for all employees regardless of sex, race, religion/belief, age, marriage/ civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. Clays is therefore confident that its gender pay gap does not stem from paying men and women differently for the same or equivalent work. Its gender pay gap is the result of the respective roles in which men and women work within the organisation and the salary that these roles attract in the market place.

Our gender pay numbers do not reflect where we want to be as a company and we will continue to work towards closing the gap. The reason for the gap is primarily because of the shape of our company, we have significantly more men than women in senior or skilled roles that are higher paid.

Clays is a long-established business in the print industry that has in the past been traditionally staffed by predominantly males. Staff turnover is low and, although many more females are now being attracted into the industry, our factory workforce is still predominantly male.

What actions will Clays take to address its gender pay gap?

Several factors contribute to gender pay gaps at organisational and societal level and many of these won't be solved in the space of a few years. We believe, however, that over time, our commitment to fostering inclusion, fairness and flexibility will be reflected in our gender pay gap figures.

To progress in the right direction requires a concerted effort at every level of our business and at every point in the employee lifecycle, from recruitment through to progression opportunities and how we retain our people by keeping them engaged. Clays are committed to focusing on the following areas to address the gender pay gap.

Inclusion & Diversity

We recognise that none of our gender balance actions will succeed without the right culture and working environment. To this end, we're working on providing a working environment that is truly inclusive. We already have information consultation forums in place giving everyone a chance to voice their opinions across the business and feel included in changes made. Clays also have a Health & Safety Committee and Wellbeing Committee in place. Our annual health and wellbeing calendar campaigns cover a wide range of topics over the year aimed at supporting the health and wellbeing of all staff. Both committees are designed to build an inclusive workforce making sure the company listen to the workforce and they are involved in creating positive changes.

Clays are also amending the current diversity and equality policy we have in place to include inclusion going forward. This will highlight the importance to the company that everyone displays this behaviour and we create an inclusive environment. Our focus on respect and inclusion is about creating an environment where everyone can be themselves at work and is able to thrive, develop and succeed.

Inclusive Leadership and Culture

Clays need to build a truly inclusive and diverse work environment, which is led by our leaders and underpins our gender balance commitment. We believe that a culture in which everyone is heard, respected and valued for who they are is a critical enabler of future growth and success. We have rolled out a new management development programme across the operational side of the business which focuses on progressing the development of our managers, ensuring they demonstrate the right attributes as managers. The programme focuses on developing them into strong leaders, ensuring they display the right personal attributes at all times, creating a fair, respectful and inclusive culture. In 2021, 21 of our managers joined the programme. The programme looked at several areas to support individual development.

Clays have been working on a five year health and safety plan involving various training across all departments and levels focusing on changing the culture. Our aim is to build a positive, inclusive and engaged culture. We will continue to push forward with this plan and implement positive changes across the business over the next year.

Recruitment and Selection

Clays ensure a fair and consistent selection process is implemented across the business to ensure that no gender discrimination takes place throughout. The HR Department regularly review and gain feedback on our recruitment process. We are working on putting together a job description and person specification for every role we advertise. These documents will be used to form the selection criteria for shortlisting and interviewing candidates. Every role uses an interview scoring sheet ensuring every candidate is asked the same question and scored at the end of the interview. They are competency-based questions relating to the role to ensure the candidate best suited to the skills and experience required for the role is successful, regardless of what gender they are. HR are involved and supporting the recruiting manager/s at every stage of the recruitment process.

Clays are committed to ensuring we offer fair opportunities to both female and male candidates. The roles within the factory tend to attract more male candidates. In order to attempt to address this issue, Clays will be booking onto several local career fairs ensuring that we promote the roles we can offer to both female and male candidates. We will ensure our website and promotional materials at the career fairs display photos of our female workers across the factory, with a view to encouraging more female applications for roles that have previously attracted mainly male candidates. We will also ensure we have an equal split of female and male managers attending these events to display the equal opportunities we offer at Clays and encourage more female applicants in a predominantly male dominated environment to slowly break this trend.

We also plan visit local schools and colleges to promote the career opportunities at Clays, including apprenticeships on offer.

Apprenticeships

During this year, Clays has increased the number of apprenticeship courses offered, resulting in a total of 22 courses running throughout this year.

We will continue to offer apprenticeship courses across the business to support professional development for current members of staff, as well as creating newly employed apprenticeship roles.

Flexible Working

Clays will ensure that all employees are aware of their rights with regards to flexible working through the employee handbook and company policies. The HR department will also ensure that all employees on parental leave are aware of the options available to help support them in their return to work.

Mean and median bonus pay gap calculations

The mean and median bonus figures show that no female workers received a bonus payment within the 2021/22 report, resulting in a mean and median figure of 100%

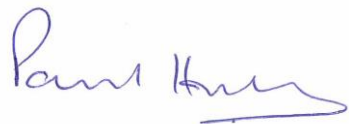
Bonus	Female	Male
Median	0%	100%
Mean	0%	100%

Conclusion

We want a diverse and gender balanced workforce which reflects the customers and communities we serve and ensures our people can be their best selves at work. Please be assured that we recognise there is an opportunity to improve in this area. We remain committed to addressing the challenge, and indeed we are working on a number of interventions we outlined above. We will ensure this remains a priority for us going forward.

Paul Hulley

CEO

A handwritten signature in blue ink, appearing to read "Paul Hulley", with a horizontal line underneath the name.