



2021/2022 UK Gender Pay Gap Report

This is our second annual gender pay gap report. We continue to be committed to understanding the reasons why we believe we have a pay gap and making a commitment to close it, across all levels within the business.

Like many others in the manufacturing & printing industry, we often face challenges recruiting female employees, especially those with STEM qualifications and experience, due to the lesser numbers of females studying these subjects in the UK. Manufacturing has predominantly been a male focused career choice in the past but we are pleased to see this is changing.

Over the last few years we have made steps in the right direction, creating a culture which values diversity and inclusivity. This has resulted in some encouraging year on year progress since our last report.



We strive to be the world's most customer focused personalised and on demand printer and our people strategy is key. We are committed to developing and attracting female talent into the business through our apprenticeship and graduate programmes. This year we have launched our 'Unlocking Potential' Leadership Programme, developing managers and aspiring leaders across the business.

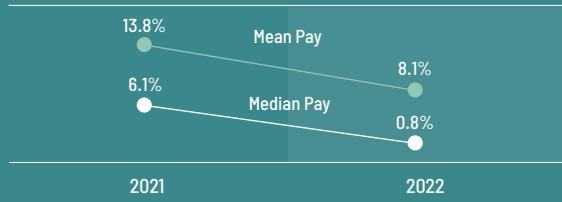
We will be continuing to build on the good practice that has resulted from the Covid pandemic regarding flexible/ agile working and have developed our recruitment initiatives to reflect this.

We are the UK's leading digital printer and photo gift fulfills.

Our Data for 2021/22

Gender Pay Gap

Difference in mean and median gender pay gap



The mean gender pay gap is the difference in average hourly rates of male and female employees received, shown as a percentage of male employees' earnings.



In the UK we have one site, located in Newton Abbot.

The figures are for Harrier LLC.

Gender Bonus Gap

Difference in mean and median gender bonus gap



The mean gender bonus gap is the difference in average bonus pay that male and female employees received, expressed as a percentage of male employees' earnings. The median shows the difference in the midpoints of the ranges received by men and women, shown as a percentage of male employees' earnings. This difference is due to our CEO being male and only one female director on the Board.

Bonus Payments

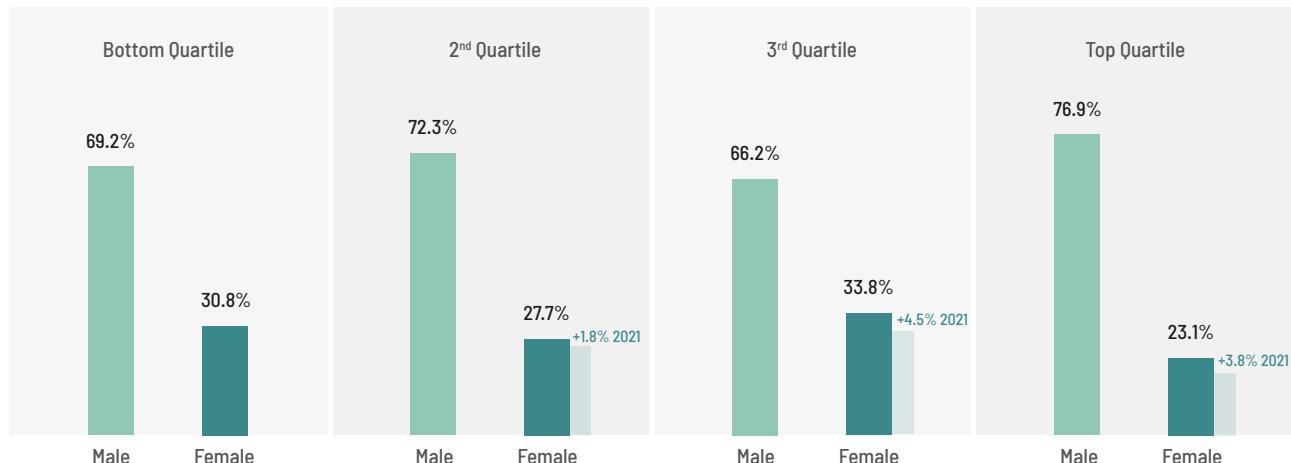
Proportion of males and females receiving a bonus



This is the percentage of men and women who received a bonus in the 12 months up to 5th April 2021.

Proportion of males and females by pay quartile

This is the percentage of male and female employees in four quartile pay bands (dividing the workforce in 4 equal parts).



What is the Gender Pay Gap?

The gender pay gap is the difference between the average (mean or median) earnings of men and women across a workforce. It is not the same as equal pay. Having a gender pay gap does not mean that men and women are not receiving equal pay at Harrier.

From 2017, employers who have a headcount of 250 or more on a 'snapshot date' must comply with regulations on Gender Pay Gap Reporting. Gender pay gap calculations are based on employer payroll data drawn from a specific date each year. This specific date is called the 'snapshot date'.



Gender Pay Gap

We are proud to see a 5.7% reduction in the mean gender pay gap over the last 12 months.



Pay Quartile

We have seen a maximum 4.5% increase for females across the 3 quartile pay bands over the last 12 months.

We strive to be the world's most customer focused personalised and on demand printer and our people strategy is key.

How are we going to close the gap?

Like many businesses in the industry we have a gap, particularly across our senior management positions. However, we are seeing more women being promoted and recruited into senior positions within the business, ensuring we have diversity at the forefront of our recruitment.

We want to be an agile, people-centred business, where everyone is empowered to develop their talents to their full potential.

We continue to build on the good practice that has resulted from the pandemic regarding flexible/agile working, developing our policies to support those in senior positions with family commitments.

In summary, we are confident that through our long-term focus on developing and attracting talent across the business, that in time, we will close the gap. We are committed to doing everything we can to increase the number of female entrants into our business by ensuring that Harrier is a place where women want to work.

Declaration

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

Chris Hughes.

Chris Hughes

President & Chief Executive Officer

