

Gender Pay Gap

Gender Pay Gap Statement

Office Outlet's approach to pay is not complex. The Leadership Group want to reward all our employees fairly, regardless of gender for the job that they do taking into account how competitive the market place is. All our policies and processes support this and having diverse teams is really critical to the business success.

We pay just above the National Minimum Wage for roles and would like to continue to enhance this over the next few years. Our grading structure is not hierarchical but does highlight clear levels of responsibilities for each level within the Store structure which gives clear accountability within a retail environment. Our gender pay gap is a reflection of the journey we are on and how we are taking this forward year on year.

Mean Gender Pay Gap in Hourly Pay

Gender	Full-Pay Relevant Employee Count
Female	714
Male	931
Total	1645

Gender	Mean Hourly Rate
Female	7.708287793
Male	8.703428425
Mean Average	8.271495044

Female MHR: 7.71

Male MHR: 8.7

Female MHR Difference: 1

Mean GPG Hourly Rate %: 11.43%

Median Gender Pay Gap in Hourly Pay

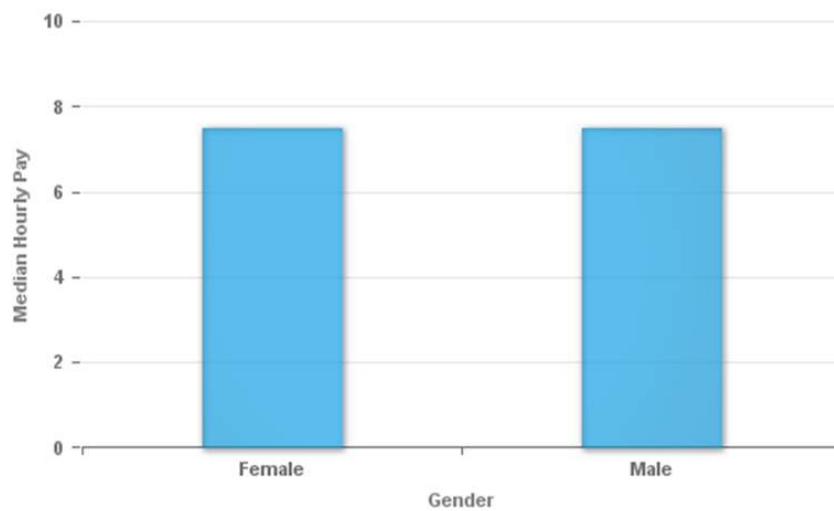
Gender	Median Hourly Pay
Female	7.5
Male	7.5
Average	7.5

Female Median HR: 7.5

Male Median HR: 7.5

Female Median HR Difference: 0

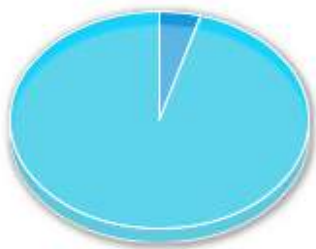
Median GPG Hourly Rate %: 0%



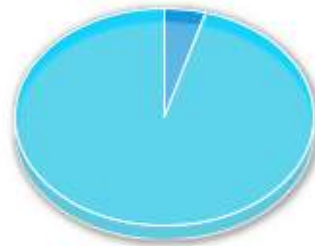
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Proportion of Males and Females receiving a Bonus Payment

Gender	No Employee Receiving Bonus	Relevant Employee Count	Proportion % Receiving Bonus
Female	36	739	4.87%
Male	42	939	4.47%
Total	78	1678	4.65%



Proportion Females
Receiving Bonus:
4.87%



Proportion Males
Receiving Bonus:
4.47%

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Mean Bonus Gender Pay Gap

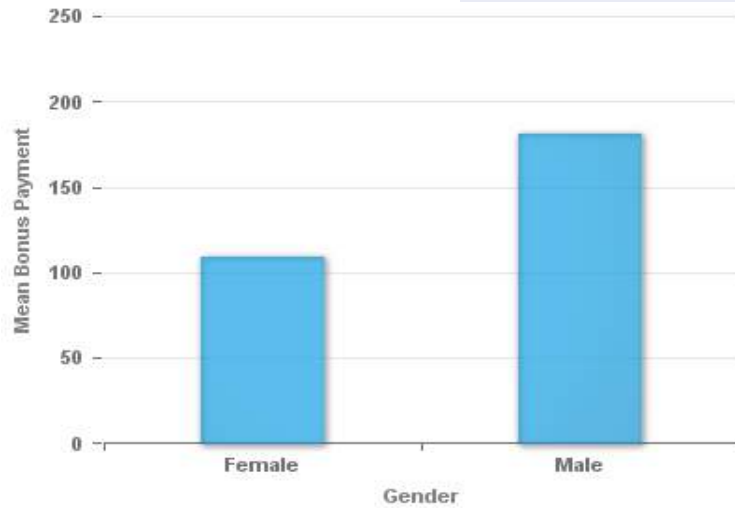
Gender	Mean Bonus Payment
Female	109.2981111
Male	180.7537619
Mean Average	147.7742308

Female Mean Bonus: 109.3

Male Mean Bonus: 180.75

Female Mean Bonus Difference: 71.46

Mean GPG Bonus %: 39.53%



Median Bonus Gender Pay Gap

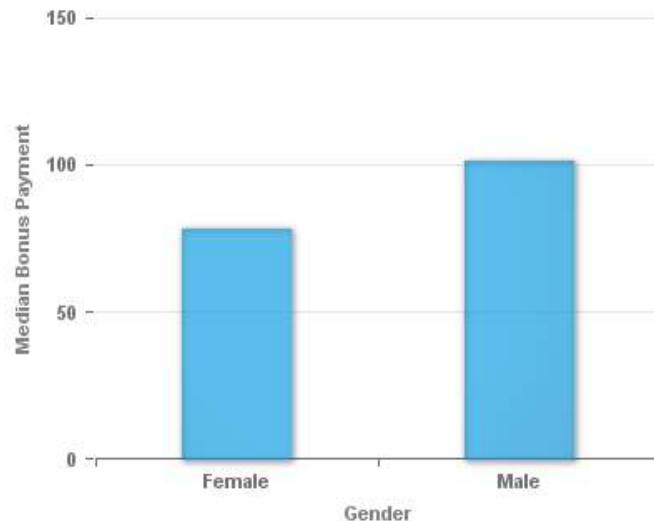
Gender	Median Bonus Payment
Female	78.01
Male	101.398
Average	88.343

Female Median Bonus: 78.01

Male Median Bonus: 101.4

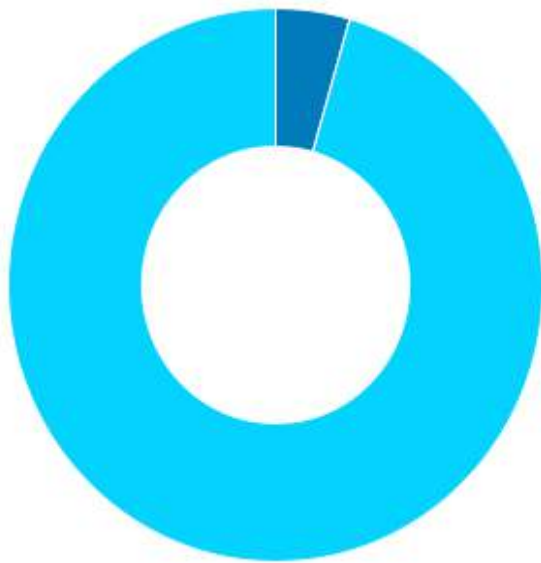
Female Median Bonus Difference: 23.39

Median GPG bonus %: 23.07%



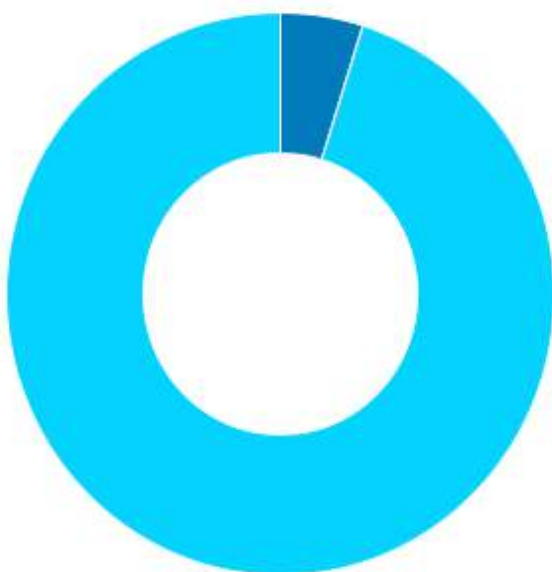
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Who Received Bonus Pay



4.47% of Men

■ Bonus Received
■ No Bonus



4.87% of
Women

■ Bonus Received
■ No Bonus

Proportion of Males and Females in Quartile

At Office Outlet our gender pay gap is 7.5% (median) – the national average is 18.1% (median)

Pay Quartiles

Quartiles	Men	Women
Top	68.67	31.33
Upper Middle	52.76	47.24
Middle	51.81	48.19
Lower	51.97	48.03

How is Office Outlet tackling our gender pay gap ...

- As a first step, it is worth measuring how many men and women work flexibly at different levels of our organisation. Increasing the availability of quality part-time or flexible arrangements at senior levels has been shown to help women progress to senior levels.
- Keep doing the right things
- We want to continue being both fair and equitable with all our employees. We have a gap in the first and middle level management and need to consider more around flexible working.
- A diversified, gender balanced senior team
- The Leadership Team has expanded to increase the females within the team and we will continue to do so where it is possible.
- Challenge ourselves to think differently

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Although we have a fairly even distribution of males to female ratio's we need to consider the following: -

- Reviewing our recruitment and selection processes to understand why we are not attracting more female Store Managers
- Pro-actively striving for a 45% internal promotion rate from Team Leaders to Assistant Managers
- Having a more flexible workforce that will allow individuals to continue their careers

