



Established
for Tomorrow®

The Royal Mint Limited

Gender Pay Gap Report 2017

Foreword

“As the first female CEO of The Royal Mint in 1,100 years, I believe that everyone should be valued for the skills they can offer, regardless of gender. Although The Royal Mint has a 22.9% average pay gap in favour of women, we will continue our commitment to create an inclusive work environment and achieve a healthy balance of skill sets across all our workforce. We want to celebrate each individual based on their talent and this should be the only measure of success.”

Anne Jessopp, CEO



Introduction

With over 1,100 years of history, The Royal Mint's continued success is attributed to the diverse and passionate group of employees who work here.

We have long recognised that a diverse workforce drives innovation and fosters a culture of change, which is why our core and enduring principles are that People Make a Difference and Life Matters.

It is these principles that underpin our people policies where we continually strive towards achieving equality through our recruitment, retention, development and flexible working practices.

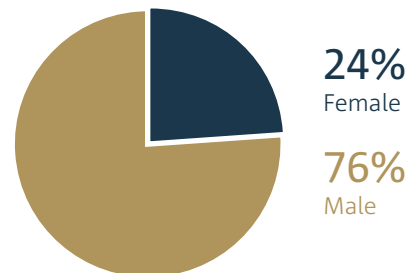
However, we recognise there is more we can do and we welcome the opportunity the Gender Pay Gap Report has brought to lend further clarity around the improvement of our policies and ways of working to close the gap at The Royal Mint and continue to create opportunities for our employees to progress and succeed. We have a great platform to drive significant and impacting change; it is not just about the gender pay gap but also an opportunity to drive greater transparency and inclusivity across the industry.

About The Royal Mint

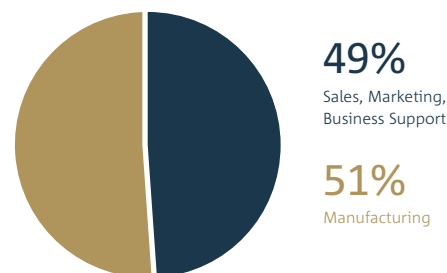
The Royal Mint employs 858 employees with both manufacturing, sales, marketing and business support staff working at the 24/7 site.

The organisation is diverse with various skills sectors represented on one site for example; engineering, production, sales, marketing, creative and supply chain.

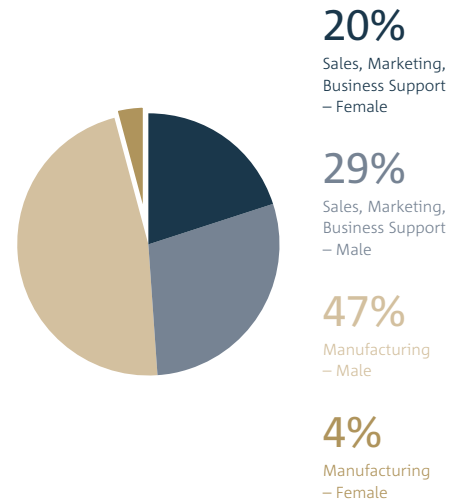
The overall gender split at The Royal Mint is outlined below:



The overall workforce split at The Royal Mint is outlined below:



And a further split by key work type can be illustrated as:



We have already laid some great foundations in challenging current UK trends and we will continue to aim for a more progressive approach.

What is the gender pay gap?

The gender pay gap is a measure of the difference between the average earnings of men and women across an organisation. The gender pay gap is not the same as equal pay.

Equal pay relates to men and women being paid equally for equal work. This is a legal requirement in the UK and an important matter of principle that The Royal Mint is committed to and abides by.

Mean – A mean average involves adding up all the numbers and dividing the result by how many numbers are in the list.

Median – A median average involves listing all of the numbers in numerical order. If there is an odd number of results, the median average is the middle number. If there is an even number of results, the median will be the mean of the two central numbers.

Legislative Requirements

All UK companies with 250 or more employees on 5 April 2017 are required to publish specific gender pay information:

- Mean and Median gender pay gap
- Mean and Median gender bonus gap
- Proportion of males and females receiving a bonus
- Proportion of males and females by quartile band

Reasons for the Pay Gap

While we are confident that men and women are paid equally for doing equivalent jobs across the organisation the data shows us that...

- The overall pay gap is in favour of women at The Royal Mint but the median pay gap is in favour of men
- Women are typically under represented in manufacturing type roles
- Women make up only 25% of the total workforce, but make up 36% of the top 50 pay per hour staff
- Men make up 75% of the total workforce but are under-represented (64%) within the top 50 pay per hour staff



Our pay system is underpinned by a job evaluation and market testing process and all employees are paid the market rate for their respective roles. Pay awards are discussed between employers and trade unions and pay and working conditions are applied equally to everyone. So, the reason for the gender pay difference is mainly down to workforce profile.

Our manufacturing workforce is heavily represented by male employees. The mean basic salary in the manufacturing areas is lower than the average across site and lower than the mean rate for the business services, sales and marketing departments. This reduces the mean male salary overall.

We are committed to recruiting and promoting more women into engineering and operational roles.

There are two types of bonus payments at The Royal Mint and these are split between profit share and work-related bonuses. Eligibility for these payments will vary by role.

The reported mean bonus gap of -75.5% in favour of women is, again due to the work profile where the male roles are predominantly held in areas where the mean male bonus is lower.

The reported 12% median pay gap in favour of men is driven by the fact that there is a significant proportion of the male workforce, based in the manufacturing area of the business, that sits at a particular salary point within the pay structure. Women have a much wider spread of salaries across the pay structure and the smaller number of women within the organisation overall means that the median salary for women is reported as lower than for men even though their mean salary is higher. If the proportion of women in the manufacturing areas of the business was in line with their overall representation then the median salary would be much closer to that of men.

The Royal Mint remains focused on ensuring that all arrangements and schemes are applied fairly and with a focus entirely on reward for performance.

Pay Gap and Bonus

Mean Gender Pay Gap

The difference between the mean hourly rate of pay of male full-pay employees and that of female full-pay relevant employees.

♀ -22.9%

Median Gender Pay Gap

The difference between median hourly rate of pay of male full-pay employees and that of female full-pay employees.

♂ 12%

Mean Bonus Gap

The difference between the mean bonus pay paid to male employees and that paid to female employees.

♀ -75.5%

Median Bonus Gap

The difference between the median bonus pay paid to male employees and that paid to female employees.

0.0%

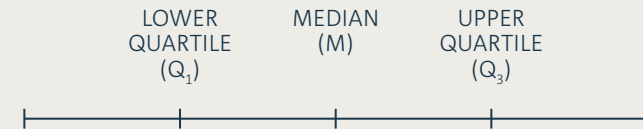
Bonus Proportions

The proportions of male and female employees who were paid bonus pay during the period.

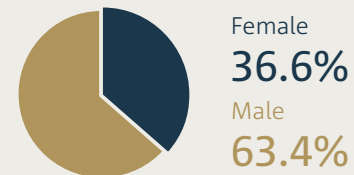
Male 89.9% Female 82.7%

Quartile Pay Bands

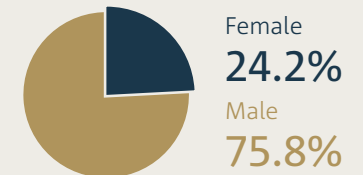
The proportions of male and female full-pay employees in the lower, lower middle, upper middle and upper quartiles pay bands.



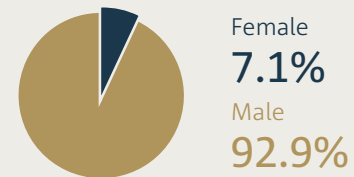
LOWER QUARTILE



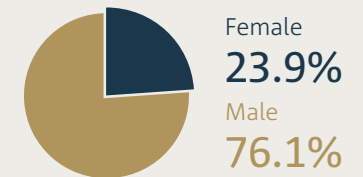
LOWER MIDDLE QUARTILE



UPPER MIDDLE QUARTILE



UPPER QUARTILE



Commitment to Closing the Gap

The Royal Mint understands that part of its continued success will be as a result of our continued efforts to work with our employees to create a diverse and engaging work environment.



As well as continuing to embed the current policies and practices that encourage diversity in our organisation, we are committed to focusing on the following areas to continue to drive the change.

Leadership

- The Royal Mint has a strongly held ethos of recruiting, developing and retaining those individuals based on their talent rather than their gender and we were pleased to announce recently that Anne Jessopp has been appointed as the first female Chief Executive, Deputy Master of The Royal Mint
- We will continue to support our leaders to develop diverse succession and talent management plans that identify any imbalances and seek to develop key groups for progression

Recruitment

All roles at The Royal Mint are independently market tested to ensure unbiased fair assessment and justification of agreed roles and responsibilities. This will also set the salary expectations for each role without any gender bias.


- We will continue to offer more flexible working options across varying job roles to ensure that

we attract the right candidates and reduce the gender bias in specific business areas

- We will continue to apply structured recruitment processes, values-based assessment and skills-based testing and ensure that we maintain diverse representation at interview panels
- We will continue to benchmark our roles for salaries and we will require managers to undertake additional training on managing recruitment
- We will continue to work closely with our local communities and education institutions to promote diverse and creative apprenticeship opportunities and graduate programmes in new and varying sectors where there is a business need

Flexible working

- We will continue to promote agile working and look for areas of the business where working from home, flexitime, compressed hours, job-sharing, and part-time or term-time working will encourage greater representation of all genders



The Royal Mint has
a 22.9% pay gap in
favour of female
employees.

The reason for the difference is due to our workforce profile. Women predominantly hold roles within our sales, marketing and business services where mean salaries are higher, as well as women being very well represented at senior levels within the organisation.

We will continue to encourage a positive and engaging environment for our employees that allows everyone, regardless of gender, to excel and develop.
