



CHESTER

Gender Pay Gap Report 2019

The gender pay gap is the difference between mean and median pay of men and women, whereas equal pay is where men and women are paid the same rate for performing the same work of equal value. Chester Race Company is dedicated to being an equal opportunities employer.

There has been a gradual increase in the female % within the upper, upper middle and lower middle quartiles of employee pay, which shows an improvement in balance between male/female pay within these quartiles which is a positive trend. Currently the majority of our Senior Management team is made up of males, therefore contributing to both the difference in mean hourly pay (28%) and the upper quartile pay (67%). As at the snapshot date we calculate casual workers within the analysis, there is always likely to be an imbalance and inconsistency of male/female split each year, therefore potentially making it difficult to define trends. Additionally, with the average length of service for the Senior Management Team being 8.5 years, whilst this is a positive, it does mean the pace of change at a senior level is slower than for a company with high staff turnover. Further, we have only two executive directors who are males which impacts the upper quartile pay along with the bonus pay gap.

	Mean	Median
Difference in hourly rate of pay	28%	17%
Difference in Bonus Pay	67%	64%

	Male	Female
% of employees who received bonus pay	23%	13%

Employees by pay quartile	Male	Female
Upper Quartile	67%	33%
Upper middle quartile	54%	46%
Lower middle quartile	49%	51%
Lower quartile	29%	71%

The company continue our commitment towards addressing our gender pay gap through various measures such as:

- Reviewing our recruitment and selection practices to ensure there is equal access to all opportunities within the company, for both internal and external candidates
- Monitoring diversity data, to help identify any areas of concern and to identify appropriate actions to address issues
- Regular reviews of our policies and procedures to encourage inclusive ways of working
- Implementation and access to our Learning and Development programme for all permanent employees
- Ensure our flexible working practises throughout the business are consistent, appealing and inclusive
- Constantly reviewing our pay structure ensuring a fair and consistent rewards and remuneration strategy is implemented, through industry benchmarking and job analysis
- A continuation of equal opportunities training at all levels ensuring our inclusion and diversity strategy is performing
- Investment in recruitment software and reviewing our recruitment strategy to encourage a wider range of applications for all roles advertised

We confirm that our gender pay gap data has been calculated in accordance with the requirements of the equality act 2010 (Gender Pay Gap Information) Regulations 2017.