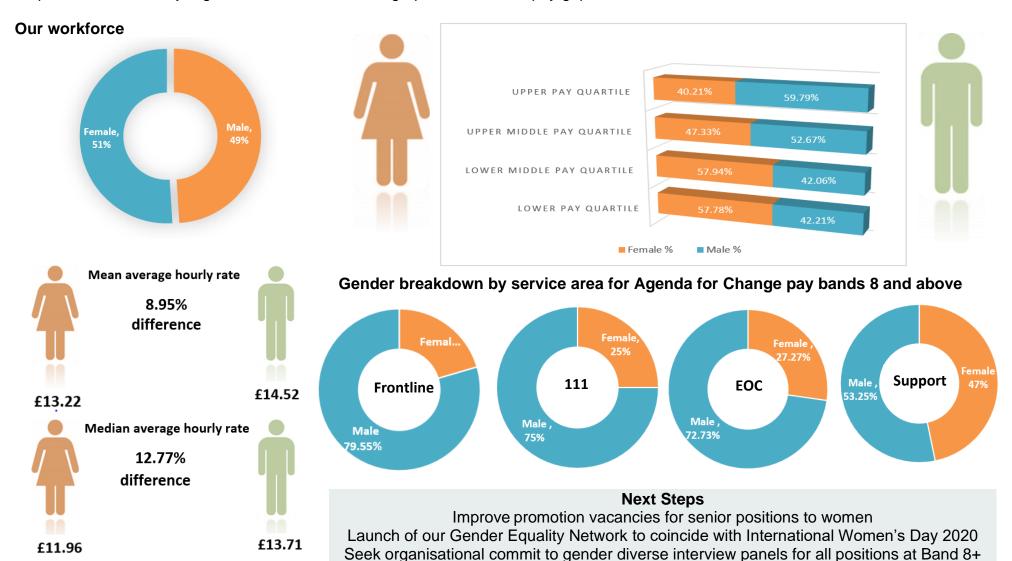


## Gender Pay Gap as at 31st March 2019

The gender pay gap is different to equal pay. Equal pay looks at the pay differences between men and women carrying out the same jobs, similar jobs or work of equal value. Any equal pay issues are addressed by our adherence to Agenda for Change terms and conditions and pay framework, and our robust and objective job evaluation process. The gender pay gap figures are affected by differences in the gender composition across our job grades and roles. This infographic reflects our pay gap as at 31st March 2019.



Launch the Springboard Women's Development Program