

# Gender Pay Gap Report 2018



Our results have been calculated using the required snapshot date of 5th April 2018 and have been independently verified.

We are delighted to announce that our mean gender pay gap for the snapshot date of 5th April 2018 has **reduced by 4.8% to 22.5%**, considerably below the Finance and Insurance average of 33.4%\*.

In addition, we are encouraged by the changes to the makeup of the gender pay quartiles which has seen **positive increases in the number of women** in both the third and fourth pay quartiles.

There are two main factors which are influencing our gender pay gap:



The primary cause of our Gender Pay Gap remains the higher proportion of men in senior roles across the company and we remain committed to addressing this

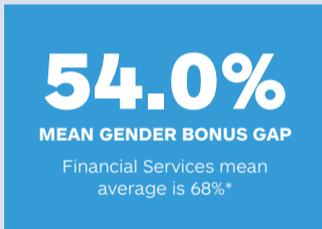
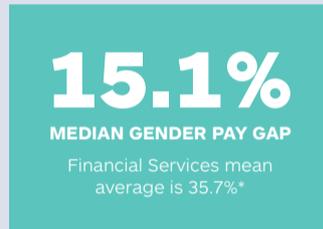
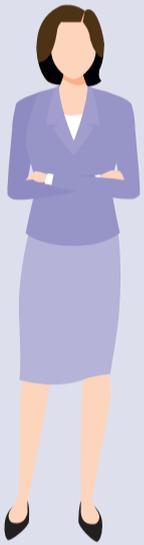
Fewer women than men progress to higher paid technical and specialist roles within the business.



## During the last year

- ✓ We've signed up to the Women in Finance Charter
- ✓ We've reviewed our Family Friendly Policies and enhanced our Maternity Pay to three months full pay
- ✓ We now ensure women are on shortlists for all senior level roles
- ✓ We have revamped and commenced delivery of our Recruitment and Selection training

We aspire to build a strong female pipeline for the future and continue to create an environment where our colleagues feel included and supported.



\* Source: ONS provisional results 2018

### Females and males by pay band



### Females and males receiving a bonus

This shows a **0.3%** difference between women and men.

April 2017 - April 2018

Female  
Male



## Our plans to further close the gap

### Empower and support our leaders



Grow our Women in Target programme within the business to support and inspire the next generation of women leaders.

We are creating a supportive network, including mentors and career development opportunities for our aspiring female business leads.



Senior management to be made up of **50%** women by 2022

Our Senior Leadership Team is currently made up of 32% women 68% men.

### Build a diverse and inclusive culture

Extend our diversity and inclusion training for our entire Management team by the end of 2019 to ensure this becomes fully embedded within our culture.

Highlight our family friendly policies and the support Target can offer to working families and carers, encourage managers to embrace flexible working practices where appropriate.

### Support and actively attract women

Continue to ensure a minimum of one female is shortlisted for every senior role

Continue to roll out recruitment and selection training to all Managers and Team Leaders by the end of 2019.

Focus on career returners to increase the number of women joining/coming back into the business following maternity leave or career breaks.

Continue to grow our relationships with local schools to actively promote STEM subjects/ financial education ensuring accessibility into these subject areas for females.



“We are still on the journey to gender equality, but we are making great strides to get there. Our action plan demonstrates we are making a difference and are committed to reducing our gender pay gap year on year.”  
Rhiannon Williams, HR Director

