

Gender Pay Gap Report 2021

Introduction

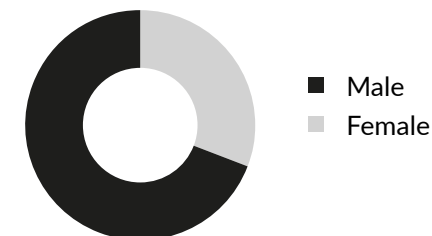
At Phaidon International we have an ongoing commitment to Equality, Diversity and Inclusion (ED&I). In line with UK Gender Pay Gap legislation, we have compiled our findings below, along with details of initiatives we have in place and plan to launch to continue promoting ED&I at Phaidon International.

All Staff - Pay and Bonus Gap

Gender Pay Gap	Gender Bonus Gap	Bonus Proportion
Mean: 8%	Mean: 80%	33 Males received a bonus
Median: 4%	Median: 84%	23 Females received a bonus

Total Headcount - 271
186 Male
85 Female

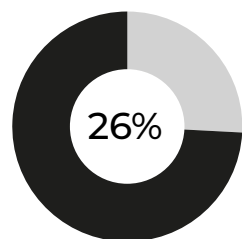
Total Headcount as of 31/03/2020



Sales - Pay and Bonus Gap

Gender Pay Gap	Gender Bonus Gap	Bonus Proportion
Mean: 9%	Mean: 77%	14 Males received a bonus
Median: 0%	Median: 74%	2 Females received a bonus

209 Sales Employees
in the UK

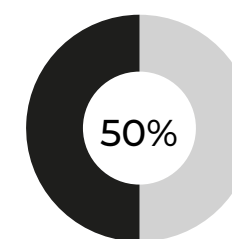


of the Sales
staff in the UK
are Female

Operations - Pay and Bonus Gap

Gender Pay Gap	Gender Bonus Gap	Bonus Proportion
Mean: 23%	Mean: 51%	19 Males received a bonus
Median: 8%	Median: 26%	21 Females received a bonus

62 Operational
Employees in the UK



of the
Operational
staff in the UK
are female

Proportion of Male/ Female by Quartile

Quartile	Male	Female	Salary Split
Upper Quartile	68%	32%	32k & Over
Upper Middle	67%	33%	32k - 23k
Lower Middle	71%	29%	23k - 20k
Lower	50%	50%	20k & Under

Our Findings

We are confident that employees in the same type of roles are paid at the same level. The difference between males and females being paid a bonus for performance was 18% during 2019-2020. Our female and male employees have an equal opportunity to earn bonuses in our performance-based culture. The Mean bonus is larger as the most senior roles have been historically occupied by male employees. Given the organic nature of the business, total number of males compared to females is higher in our Sales function, however in Phaidon International as a whole, this is balanced as we continue to hire and promote female talent in the business.

Our Commitment to Equality and Diversity

To demonstrate our continued focus on developing and maintaining equality and diversity across Phaidon International, we are committing to:

Recruitment and retention

- Ensuring we have a balanced mix of candidates interviewing for employment with Phaidon International
- Implementing enhanced family friendly policies

Progression

- Career mapping
- Succession planning

Training

- Leadership training
- Unconscious bias awareness training

Culture

- Continuing internal initiatives to drive an inclusive culture
- Focusing on promoting women in the business through mentorship and *International Women's Day* campaigns to attract female talent.