



On the snapshot date of 5th April 2019 our total workforce (excluding Edenhall) comprised 2,580 employees with the following gender balance

	Male	Female
Total Workforce	2183	397
Senior Managers	7	2
Directors	4	2

Our gender pay gap disclosure is based on amounts paid in the April 2019 payroll [for UK employees]. The Gender Bonus Gap is based on incentives paid in the year to 31st March 2019. Our disclosures are made pursuant to UK Government Equalities legislation. The Marshall's group has two employing companies; Marshall's plc (which has fewer than 250 employees, mostly at Director / Senior Manager level) and Marshall's Group Limited which employs the vast majority of remaining employees.

The Consolidated figures shown below are the combined results for Marshall's Group Limited, Marshall's plc and CPM Group Limited.

CPM Group Limited was acquired in October 2017 and all employees were transferred to Marshall's Group Limited in July 2018. Due to technical differences in the pay structure of CPM employees, they remained on the CPM PAYE tax reference until the end of the 2018/19 tax year. As a result, the disclosure for CPM Group Limited for April 2019 has been completed and reported separately via the Government Equalities Office. The Marshall's Group Limited disclosure for April 2020 will include those former CPM Group Limited employees who transferred in 2018.

The charts below show the consolidated results for Marshall's plc and Marshall's Group Limited and separately for CPM Group Limited to provide a more accurate overview of pay balance. Edenhall Holdings was acquired in December 2018, and employees of Edenhall remained employed by that group until 1 July 2019 at which time the Edenhall employees transferred to Marshall's Group Limited. However, as Edenhall employed fewer than 250 employees, it had no obligation to report the April 2019 figures. Former Edenhall employees having transferred in 2019 will be included in the April 2020 disclosure of Marshall's Group Limited.

In our third year of reporting we have started to see an improvement in the consolidated Mean Gender Pay Gap from 15.7% in 2018 to 4.3% and Median Gender Pay Gap from 21.8% in 2018 to 17.0% - see Table One.

Table One

	Mean Gender Pay Gap	Median Gender Pay Gap	Mean Bonus Gender Pay Gap	Median Bonus Gender Pay Gap
Marshalls Group Ltd	14.6%	18.7%	63.7%	48.6%
CPM Group Ltd	11.3%	14.1%	52.4%	54.8%
Consolidated	4.3%	17.0%	71.4%	67.0%

We have also seen an improvement in the Mean Gender Bonus Gap from 79.1% in 2018 to 71.4% and the Median Gender Bonus Gap from 73.9% in 2018 to 67.0% - see Table Two. Our gender split analysis shows that almost 85% of our workforce are male and 15% female, which is typical of the manufacturing and construction sector generally.

Whilst the proportion of female workers to male workers has slightly decreased since 2018 we have seen an increase in the number of women who are paid in the upper quartile from 12.6% in 2018 to 14.5% - see Table Two. Our Gender Bonus Gap figures have also shown that in 2019 the median average bonus value for male workers reduced and the median bonus value for female workers increased.

Table Two

	Upper Quartile		Upper Middle Quartile		Lower Middle Quartile		Lower Quartile	
	Male	Female	Male	Female	Male	Female	Male	Female
Marshalls Group Ltd	88.8%	11.2%	95.8%	4.2%	90.2%	9.8%	72.1%	27.9%
CPM Group Ltd	90.4%	9.6%	98.9%	1.1%	92.8%	7.4%	79.6%	20.4%
Consolidated	85.5%	14.5%	95.6%	4.4%	88.3%	11.7%	70.2%	29.8%

The proportion of female workers receiving a bonus payment has improved from 39.3% in 2018 to 41.6% in 2019 (Consolidated)

Business Area	Proportion Receiving a Bonus	
	Male	Female
Marshalls Group Ltd	16.1%	40.5%
CPM Group Limited	98.2%	97.3%
Consolidated	29.7%	41.6%

These results correlate with a number of concerted initiatives introduced in 2019 to attract and retain more women into more senior positions. We have introduced enhancements to our occupational maternity pay and have introduced flexible working arrangements in areas of our business where there is a high concentration of female workers. The introduction of new recruitment practices has also allowed us to provide an increased focus on diversity and inclusion. We anticipate this continuing in 2020 as we further develop our talent strategies.

We have also refreshed our 'total reward strategy' in the year. The focus of this strategy is to start to modernise and enhance our reward offering, giving greater transparency and flexibility to colleagues. We believe that this will also assist us in attracting and retaining diverse talent and further improve gender imbalances.