

New Day

A background image showing the blurred silhouettes of several people walking in a city street during sunset. The scene is bathed in a warm, golden light, creating a soft, hazy atmosphere. The figures are out of focus, emphasizing movement and the overall mood of the scene.

Gender Pay Gap Report
2020 and 2021



A foreword from *our Chief Executive Officer*

The concept of 'moving forward' drives our business. It is therefore disappointing to us that over the last two years our gender pay gap has increased. Our 2020 Gender Pay Gap was 35% and the 2021 Gender Pay Gap has risen to 37%.

Our hiring in the last 2 years has been heavily focussed on digital, technology and, data-based roles. Whilst our recruitment process and reward policy do not discriminate on the basis of any protected characteristic, the candidate pool for these roles tends to be predominantly male. Coupled with an already lower representation of women at the leadership level than in our entry positions. This creates a gender pay gap which we would like to improve.

In many ways we have moved forward. We achieved our highest ever score in Engagement (80%) and an all time high in our Inclusion and Diversity index (82%) last year.

We value our differences – the cornerstone of our Inclusion & Diversity strategy. Highlights of the last two years have been the creation of mandatory inclusion awareness training for all colleagues and, the continued success of our Inclusion Network whose focus is on delivering a programme for everyone to participate in.

The increased representation and development of women in our company remains a priority to us and we remain committed to reducing the pay gap between men and women, especially as we hire into leadership roles.

I confirm that the published information is accurate.

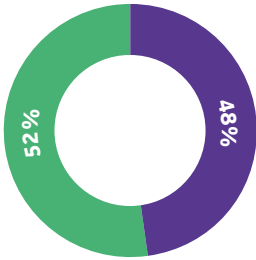
John Hourican
Chief Executive Officer

NewDay Results 2020

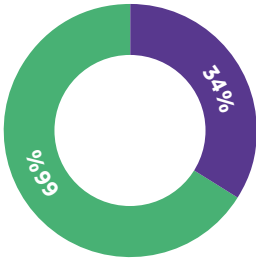
Our mean gender pay gap is 35%.

Pay difference between men and women

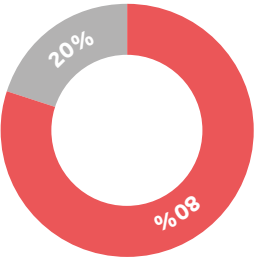
	Mean	Median
Pay gap	35%	46%
Bonus gap	52%	48%



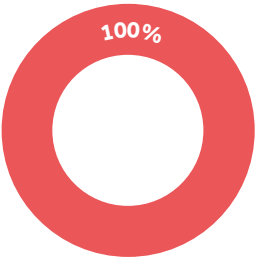
Lower Quartile



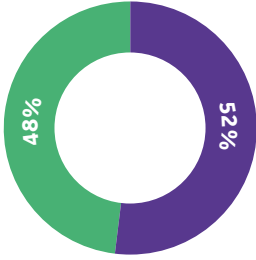
Lower Middle Quartile



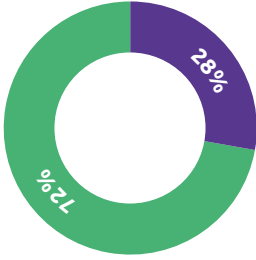
Bonus Pay for Male Colleagues



Bonus Pay for Female Colleagues



Upper Middle Quartile



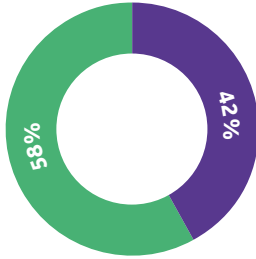
Upper Quartile

NewDay Results 2021

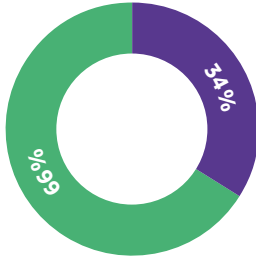
Our mean gender pay gap is 37%.

Pay difference between men and women

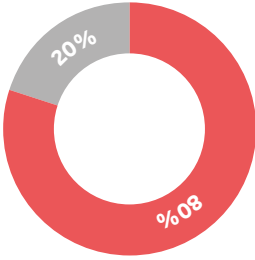
	Mean	Median
Pay gap	37%	52%
Bonus gap	51%	57%



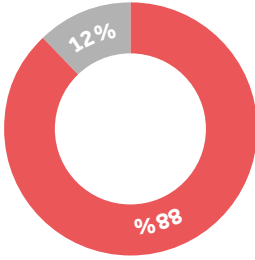
Lower Quartile



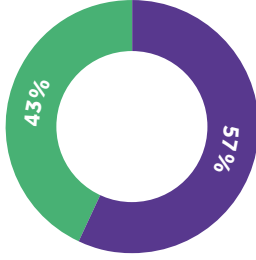
Lower Middle Quartile



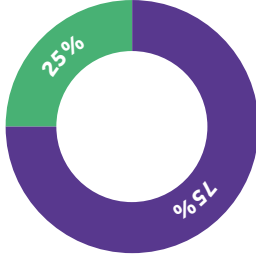
Bonus Pay for Male Colleagues



Bonus Pay for Female Colleagues



Upper Middle Quartile



Upper Quartile

Bonus No Bonus

Female Male

The following charts represent the percentage of men and women in each of the quartiles, lower quartile represents the lowest 25% paid employees and the upper quartile represents the highest 25% paid employees in the Company and the other two are the remaining 50% between lowest and highest 25%

Why does NewDay have *a Gender Pay gap?*

Our gender pay gap is predominantly due to a lower representation of women at the leadership level. But, the nature of our business, with a range of entry level roles, part time working as well as technical specialist roles means we also have this dynamic to consider.

This highlights that one of the most important ways for us to close our gender pay gap is through the attraction, retention and development of senior women at NewDay.

There is a higher proportion of women in the lower quartile. Many of these roles are in our contact centre.

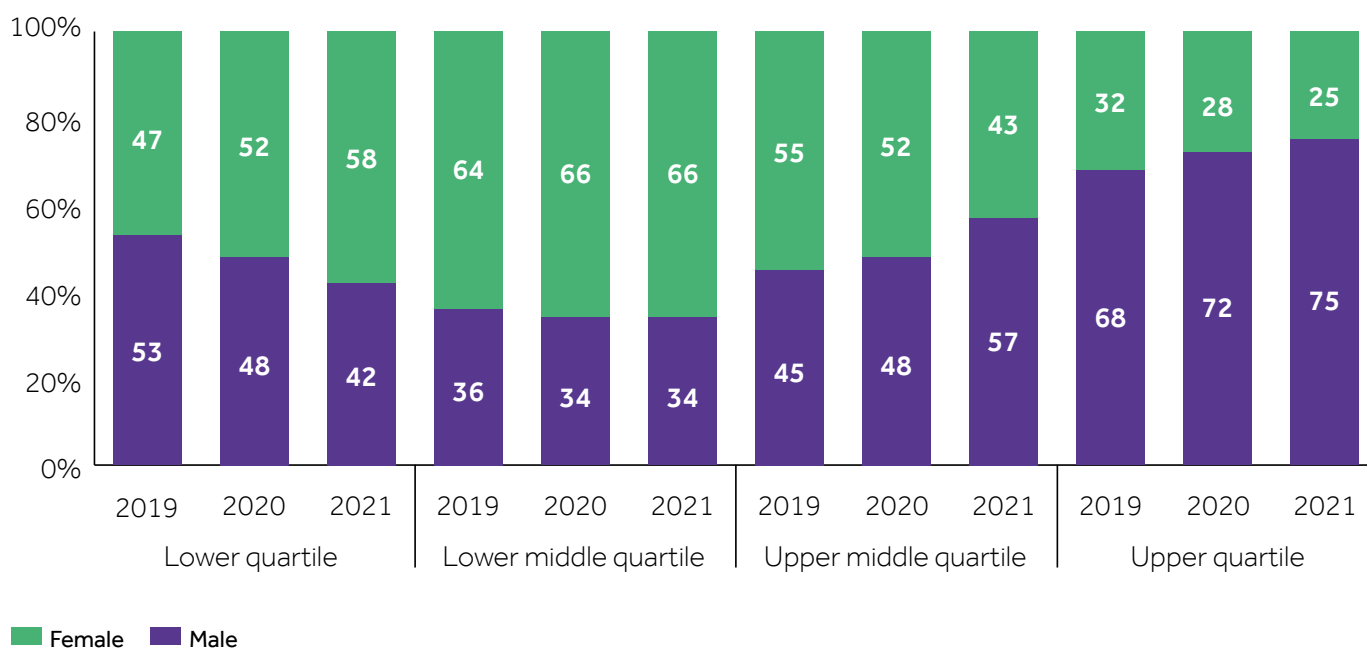
With growth, we increased our technology capability, hiring into roles where most candidates applying are men – meaning the proportion of women in the upper quartile has decreased from 32% to 25%. Due to the demand for digital specialist skills, compensation is higher for the best talent which has increased the pay difference.

Gender Bonus Pay

The bonus pay gap is again explained by the low proportion of women in senior, higher paid jobs at NewDay. Our bonus pay gap in 2019 was 64%, it has since decreased to 51% in 2021 and can largely be attributed to a lower bonus distribution overall in a pandemic year, when the Senior Management Team did not receive a bonus.

However, more women than men received a bonus payment in 2020 and 2021.

Gender Split by Pay Quartile



How do we *work out the gap?*

Companies with over 250 colleagues are legally required to publish a snapshot of their gender pay gap each year. The numbers we publish here are based on a snapshot of NewDay colleagues' pay on 5 April 2020 and 2021. Our data points are calculated using the methodology set out in the gender pay gap reporting legislation.

The gender pay gap is the difference in the average hourly pay and bonus pay paid to men and women across our entire organisation - it does not directly

compare people or groups carrying out the same or similar roles.

The mean (or average) is the sum of all hourly rates or the sum of all bonus payments paid divided by the number of relevant employees.

The median number is the middle figure when the hourly rates or the bonus payments paid to all colleagues are listed in the order of highest to lowest.

Our focus

Our goal is to reduce our gender pay gap by achieving better gender representation especially at senior levels.

Our actions include:

- Mandatory Inclusion Awareness training for all colleagues
- The continued promotion of our flexible, hybrid working model – NewWork. Giving all colleagues the flexibility to work half their time in the office and the rest at home.
- We invest in engagement and I&D programmes for all colleagues to participate - Our Inclusion Network continues to drive meaningful engagement and dialogue through an events programme.
- We are continuing to improve our recruitment processes to encourage more diverse shortlists for all roles, but also making sure the interview panel is diverse too.
- We introduced new software to create balanced role profiles which are gender neutral in tone, and reduce bias.
- We are working to encourage our colleagues to provide us with Inclusion & Diversity data – so we can better understand the make-up of our workforce.

New Day
