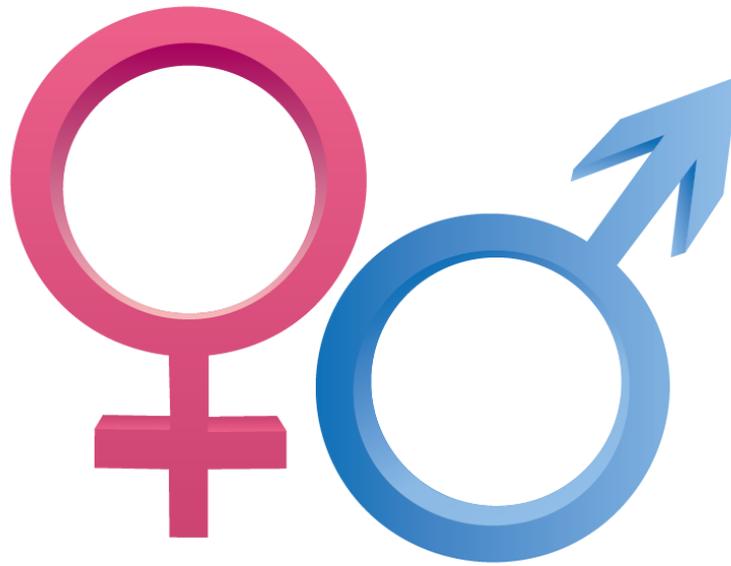


OUR GENDER PAY GAP REPORT

for 5th April 2020



In 2018, Steeper published its Gender Pay Gap report in line with the UK Government Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. This year we have compared the 2018 to 2020 figures when producing this report.

A message from the Executive Board

Since 2018 our goal was, and continues to be, ensuring that all of our employees are treated and rewarded fairly irrespective of gender. We've had a positive year in terms of implementing initiatives and building relationships to continue to keep our pay and conditions of employment non-discriminatory and although our report demonstrates a gender pay gap, we're keen to keep making the right changes towards bridging this gap.

It's important, however, to highlight that the factors contributing to our gender pay gap are not unique to Steeper and reflect wider society and industry trends but we're confident that women and men who carry out the same or like work, or work of equal value are paid equitably.

To give some context to this report, understanding and improving our gender balance is an important part of our journey. Reducing our gender pay gap through better gender balance across all levels of the business required understanding and focus from leadership, the Executive and Operations boards and people managers across the business. It also requires us to continue to evidence-base, with real insight on the makeup of our workforce, progression and pay differentials.

Over the course of the last two years, we have continued to foster a culture where equality of opportunity is available to all our employees. We're also proud to remain a Disability Confident employer and are committed to championing equal rights and opportunities whilst proactively tackling discrimination.

Our Senior leadership team is now more established, and we have invested heavily in management training across the organisation where some females not in leadership positions were invited to attend. We hope to continue to encourage further female representation at this level when the opportunities arise and we'll continue to build relationships with the relevant parties to ensure that throughout all that we do, we encourage our underrepresented groups to join our team, develop their skills, help us close the gap in certain areas and make Steeper a place where women can succeed and thrive.



Paul Steeper
CEO



John Midgley
COO/CFO

1. Our data

Steeper's gender pay gap data was collected on 5 April 2020. At this time there were 430 employees within our UK business: 277 men and 153 women.

The above figures represent a decrease in male workers by 3 employees and an increase in female employees by 16 people from our 2018 published figures.

Women's earnings are lower by:

	2018	2020	+/- percentage points
Mean gender pay gap	15.31%	13.45%	- 1.86
Median gender pay gap	10.82%	4.07%	- 6.75

What does our information tell us?

We are pleased to report that our mean gender pay gap has decreased from 2018, and we continue to remain below the national average of 15.5% as reported by the Office for National Statistics. On analysing our data, although we have managed to reduce both the mean and median pay gap, we do still have a higher proportion of males in our senior positions. The underrepresentation of women in senior leadership and manufacturing roles is a global and long term challenge which we are committed to address.

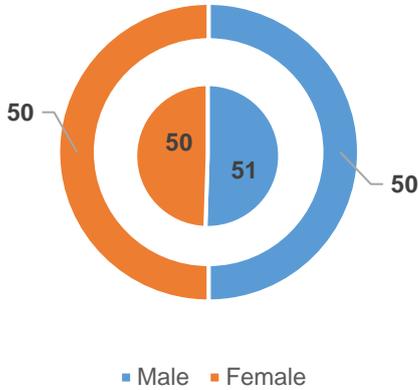
Since April 2020, when the data for this report was collected, we have increased female representation at a senior level, and have focused our recruitment campaigns on supporting more women into a career in manufacturing. As a result, the proportion of women in the upper middle quartile has grown from 22.1% in 2018 to 37.6% in 2020.

In 2019 we committed to addressing inconsistencies in salaries in our annual review and the positive impact of this can be seen in in our median gender pay gap which is 6.75% lower in 2018.

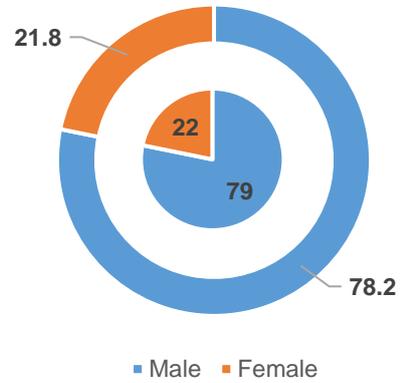
Whilst we continue to actively support and raise awareness of flexible working in our business, a higher percentage of our colleagues working part-time continue to be female. We're aware that this is reflected in our data and we are committed to making further effort to bring about change in these specific areas.

Proportion of men and women in each pay quartile (%)

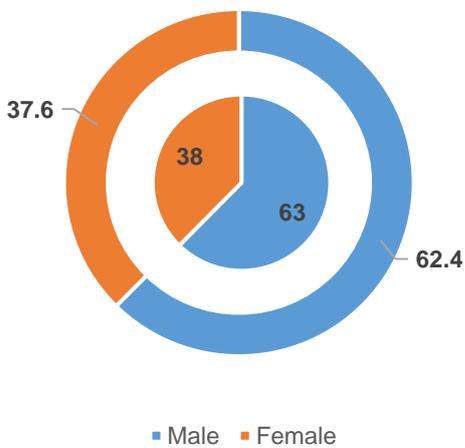
Lower Quartile



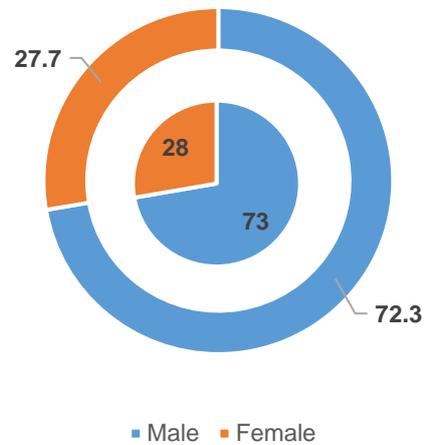
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile



From 2018 Steeper has seen a significant increase of females in the upper middle quartile and we are dedicated to continuing this positive movement going forward. We are mindful of the fact that we have largely been a male dominated business, particularly within our manufacturing sectors, and have worked hard to promote equal opportunities throughout all our recruitment campaigns. We understand that there is still a way to go in reducing the imbalance in the lower middle, upper middle and upper quartiles and will continue to focus on training and upskilling. We are, however, confident that men and women are paid equally for doing equivalent jobs.

Bonus gender pay gap	2018	2020
Mean bonus gender pay gap	70.3%	65.18%
Median bonus gender pay gap	67.41%	33.33%

Proportion receiving bonus payments	2018	2020
Male	7.86%	12.64%
Female	3.65%	6.54%

2. Previous actions – The year in review

Steeper is an independent provider of prosthetic, orthotic and assistive technology products and services, over the years we have formed many partnerships with the NHS in supporting them and our other customers in delivering a high-quality clinical service provision and supply of products. The NHS follow strict rules and regulations when awarding contracts for services and products, sometimes these contracts already have existing employees undertaking the role. As these employees are protected under the Transfer of Undertakings (Protection of Employment) Regulations employers have a duty to honour their existing employee's terms and benefits.

In our previous gender pay report published in April 2019, we stated that within our clinical services business (which forms the highest percentage of all our employees and the highest proportion of our part-time staff), eradicating the gender pay gap is, as was then, outside of our business's control because not all providers undertaking similar services and provisions to ourselves offer like for like pay and benefits.

However, we continue to prioritise areas for action in which we could make an impact on reducing any gender pay gap within our business and here we report on our progress and how we are building on our 2020/2021 plan in order to encourage further progress towards our goal of reducing Steeper's gender pay gap.

Reward Structure

Following a review of our reward processes we are pleased that the new initiatives put in place over pay and benefits have been well received. These include our dedicated service awards which recognise service and loyalty and since the implementation of the scheme we have celebrated these milestones with over 40% of employees. Our employee engagement platform remains a hive of activity with 93% engagement from employees with employee benefits, discounts and perks amongst other benefits and the opportunity still remains for attaining bonuses in specific areas.

Recruitment Processes

All colleagues within Steeper have equal opportunity to progress regardless of gender. Our recruitment process is non gender specific related and we do not have roles which are reliant on gender. Colleagues are made aware of any vacancies and are encouraged to apply by their managers. We have recently implemented a Referral Scheme whereby all employees have the opportunity to make a referral for any vacancies and receive a cash reward upon successful placement.

Engagement with local colleges and universities

We've also built up strong relationships with local colleges and universities allowing us to further broaden our recruitment and we're hopeful to continue these relationships going forward, whilst exploring opportunities to work with and promote the work of Women in Science and Engineering (WISE).

Flexible Working

We have reviewed flexible working arrangements across our business and did not identify any barriers. Flexible working is still a significant part of the way in which Steeper offers benefits to its employees.