

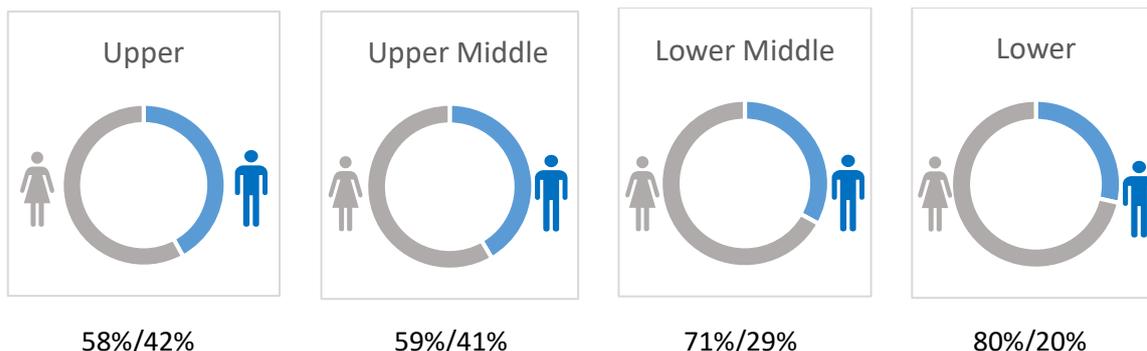
Overall Gender Pay Gap

Difference between men & women	Mean (Average)	Median (Middle)
Gender Pay Gap	7.9%	11.1%
Gender Bonus Gap *	18%	61%

We are delighted to report that our mean gender pay gap has reduced by 0.5% and our median is 0.1% lower since our last report. This data represents a total workforce headcount of 1,665. Our recruitment & retention practices continue to encourage equality, diversity and inclusion.

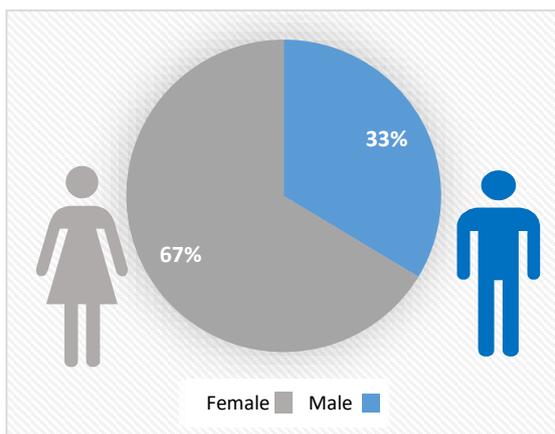
*MKC does not operate a bonus scheme, however a small number of employees received one-off payments during the reporting period which represents 0.7% of our workforce (0.6% females & 0.1% males). Issued as a talent retention tool

Hourly Pay by Quartile



This year's quartile figures are largely the same as our previous report with the only differences being 3% in the upper middle quartile and 1% within the lower middle quartile. The higher % of women in the lower quartile continues to be indicative of the education sector and demonstrates that our part time and term time only contracts are more attractive to women. We have also increased our engagement with individuals on zero hours arrangements to provide even greater opportunity for flexible working, whereas when excluding these individuals our lower quartile would be closer to 68% female and 32% male which is a significant improvement since our last reporting period.

Workforce Profile



Women in Senior Leadership Team

75% Female 25% Male

This year we are delighted to report that our female Principal won the National Centre for Diversity award for Principal of the year. We have also been shortlisted for the 2019 HR Distinction awards in the category for Distinction in Diversity & Inclusion

How will we make a difference?

We are currently engaged in reviewing our reward strategy to create a framework to review pay levels and career progression routes. We have launched blind shortlisting alongside recruitment training for all hiring managers. We have also developed a comprehensive and inclusive management training programme as a pipeline for aspiring leaders and for those seeking senior level career pathways. In the last 12 months we have secured our accreditation as Leaders in Diversity through the National Centre for Diversity. We will continue to promote best practice and will not be complacent in our endeavours to close any pay gaps.

I confirm this data is accurate (March 2019):

Julie Mills (CEO & Principal)

David Meadowcroft (Chair of Governors)