



Gender pay reporting is now required for companies with over 250 employees. Xaar is reporting as Xaar Plc, including all UK subsidiaries. The snapshot date for Xaar’s data is 5<sup>th</sup> April 2017. At that point Xaar had 510 relevant employees: 416 male and 94 female.

The Office for National Statistics estimates the overall pay gap in the UK to be 18.1% in favour of males; it is fundamentally important to understand that this does not necessarily mean men are paid more money for doing the same job. At Xaar we are committed to ensuring we pay based on merit not gender and we regularly monitor our pay awards to ensure that we pay the same rate for similar roles.

Xaar’s Mean Gender Pay Gap stands at 22% which is above the UK average. This is a reflection that our Executive Team was predominately male in 2017. The difference in the bonus pay metrics is similarly skewed by share based payments to a relatively small number of senior positions, who were predominantly male.

We appreciate that improving our diversity will improve our results, and we expect that this will be reflected in a smaller gap for 2018. A large part of Xaar’s gender balance gap is due to the challenges of recruiting women into science and technology roles. Nevertheless we are continuing to work on increasing our gender balance in the following ways:

- ✓ Xaar operates in a male dominated industry and we are working to ensure that our hiring managers are trained to understand and recognise gender bias. We do, however, receive significantly fewer applications from females for technical roles. Our Talent Acquisition team assists hiring managers by giving practical advice, support and monitoring for gender bias. We seek to have both female and male candidates as part of the hiring pool whenever possible. In May of 2017 we hired Lily Liu as CFO and Company Secretary who joined our Executive Team.
- ✓ Xaar is supporting Cambridgeshire *Engineers of the Future* by sponsoring local schools’ Imagineering clubs which is designed to introduce children to engineering and hopes to inspire young people and especially girls to take up STEM subjects. A number of our women from Engineering participate in these endeavours.
- ✓ To ensure a strong pool of opportunity and talent, we have introduced a number of gender-neutral initiatives to develop and encourage all our employees to transform their careers at Xaar. In 2017 we launched XCEL which is a comprehensive collection of employee development approaches for accelerated on-boarding, just-in-time coaching, micro-learning, and world-class personal and professional development.

- ✓ We are developing initiatives that support the increase of female leaders in the business including a *Women in Business Forum* which aims to empower and enable women to achieve more senior roles. Our CFO, Lily Liu, and our Senior Independent Director, Margaret Rice-Jones, will both be supporting this initiative.



James Brault  
Chief Human Resources Officer