

# **Equal Pay Review (All Employees)**



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' &"%+# \$!, !E!+. /01234/51. !

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, F, ! G388. !H90<908/!I . 5780=5/BJ=!&K39:!(9B!' /9/8D8. /-!

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. +//&"O1(21(/"3&-4/(5-'6"-5",) = -'/'\*")"5+DD) ('-&2"1&\*D() =) '-&2"/9+1:-'6")F")DD) ('+&-'6F) ("1:." / =D:)6/5\$""

"

R@/"3&-4/(5-'6"/(, ) 2&-5/5"1" +&\*/(" @/"89+1:-'6"C, '#Q! QV"N) '@"W) = /&"1&\* = /&"@14/"' @/"(-2@'"" )" /9+1:"D16F) ("W) (X")F"/9+1:"41:+/V" @-5"1DD:-/5"") "1:." / =D:)6/5"/(21(\*:/55")F" F+::") ("D1('J' - = /"5'1'+5V" , 15+1:") (" / =D) (1(6, ) &' (1, ") (" : /&2'@") F"5/(4, /\$"

"

%&"1\* \*-'-)&"') "@/"1N)4/V" @/"3&-4/(5-'6"1:5)"/(, ) 2&-5/5"-5"\* + '6"" "D() 4-\*/"/9+1:"D16F) ("W) (X")F"/9+1:" 41:+/"/(21(\*:/55")F"\*-FF/(/ &, /5"-&"12/V" (1, /V"&1'-) &1:-'6V"/' @&-," ) ("&1'-) &1:.) (-2-&V'(/:-2-) &V"5/U+1:" ) (-/ &'1'-) &V" = 1('1:V, -4:."D1(' &/ (5@-DV"D1(/&'1:5'1'+5") ("\* -51N:-:'6\$"

"

R@/"3&-4/(5-'6"@15"-&D:1, /"1"D16"1&\*2(1\* -&2"565' / = "W@-, @-5"+5/\*") "155-5"-&\*"/ / (= -&-&2"/9+1:"D16" 1, () 55" @/"3&-4/(5-'6\$R@/"D16"1&\*2(1\* -&2"565' / = -5"1DD:-/\*") (1&5D1(/&':6V"N15/\*") &") N/ /, '-4"/, (-' / (-1"") /&5+(/" @1"-"-5F(/"F) = "+&:1WF+:"N-15\$""

"

1&\*"-D:/ = /&'/\*"W-'@"1"4-/W")"/:- = -&1' -&2"+&:1WF+:"N-15V"1&\*1(/"565'/ = 1'-, 1::6" =) &-' ) (/""1&\*"/4-/W/\*\$""

"

V" @/"

3&-4/(5-'6"W::["

3&\*/('1X"/9+1:"D16"/4-/W5"-&"1, ,) (\*1&, /"W-'@"/; +N:-, "</, ') ("89+1:-'6"T+'6"; <8T]F) ("1:." , +((/ &'5'1FF"1&\*5'1(' -&2"D16F) ("&/W"5'1FFY O) &-' ) (" @/" - =D1, ") F"-5"D) :-, -/5"1&\*D) , / \* + (/5"155) , -1'/\*"W-'@"D16"1&\* (/ = +&/ (1'-) &1&\* "1X/"1DD) D(-1'/'1, '-') &"W@/(/"&/, /551(6Y ; ) 4-\*/"2+ \*1&, /"F) (" = 1&12/(5"-&4) :4/\*"-&\* /, -5-) &5"1N) +"/, (+-' = /&'V"D16V"N/&/F-'5"1&\* D() =) '-) &5\$

? /"-&' /&\*""@() +2@" @/"1N)4/"1, '-') &"") "14) - \* +&F1-( "\*"5, (- = -&1'-) &1&\*"" ) (/W1(\*"F1-(:'6" @/"5X-::5V" /UD/(-&, /"1&\*D) ' /&'1:.) F"1:."5'1FF\$"

"

, f6 L M9/!5=!9. !&K39:!(9B!N8758OP!

"

R@/"D+(D)5"/)F"1&"89+1:; 16^/4-/W"-5"") (/4-/W"5'1'-5'-, 1:"\*1'1"/(:1'-&2"") "1&" \_+ = 1&"^/5) + ( /5"\*1'1"-&") (\* / (") "- \* /&' -f6"1&6"2/&\*/ ("D16"\*-FF/(/ &, /5"1&\*"" ) "D() 4-\*/"1"5/"1") F" F- &\* -&25" 1&\*"/, ) = = /&\*1'-) &5"N15/\*") &"

, F>

, >FST"1, () 55""@/"3b"-&"\_8%5\$I + ('@/(=) (/V"-&"<, )':1&\*"@"/) 4/(1::"2/&\*/("D16"21D"F) ("\_8%5"W15"  
W-\*/(V"W-'@"1"=/1&&/21'-4/"F/=1:/"D16"21D")F"6RFVT"1&\*"=/\*-1&"D16"21D")F", XFUTF"%&" / (=5"  
)F"N/&, @=1(X-&2V". O3"D/(F) (=5"5-2&F-, 1&':6"N/'/' ("-&"' / (=5")F"@/"D16"21D5"/D) ('/\*"F) ("3b"  
1&\*"<, )''-5@"\_8%5\$""

"

' &"%+# \$!6! !# [ &N) \\!; +\$?+\$ \* ' !

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%9]:8!6F, !E!#7809::!H89. !9. 2!H8259. !(9B!\*9A=!010!9::!8DA:1B88=!5. 4:325. <!&^843/578!\_1902"

"

R@/" 1N:/"N/:) W"@15"N//&, 1:, +:1'/\*"F("/=D:)6//5")&"M(1\*/5! J! QV"1&\*"-&"1\*'-) &"= / =N/(5")F"@/"  
8U/, +'4/"^ ) 1(\*\$"R@/" 1N:/"D()4-\*/5"D16"21D"-&F)(=1'-)&"F() =""@/"D(/4-) +5"89+1:"; 16"^/4-/W5"-&"#Q! E"  
1&\*"#Q! #"F)(",) =D1(1'-4/"D+(D)5/5\$"

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\*0928!, !E!, R!Y+. 4:325. <!&\_Z!

)4928D54!

`890!

%9]:8!6F6!E"#7809:;!H89. !9. 2!H8259. !(9B!\*9A=I010!9:;!8DA:1B88=!8^4:325. <!&^843/578!\_1902"

)4928D54! `890!	!		
	*0928!, !E!, R!Y&^4:325. <!&_Z!		
		!	
	;8D9:8! a"!YTZ!	H89. ! ;8D9:8! '9:90B!	H8259. ! ;8D9:8! '9:90B!
			H9:8!a"! YT

(1=5/51. ! )4928D54! ;8D9:8! H9:8!  
\*0928! `0! "13. /! "13. /!

!



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>F, "JC"&+=N/("F")N5/(41'-)&5", 1&"N/"=1\*/"1N)+ ""@/"\*1'1"D(/5/&'/\*"-&"1N:/">\$! "1N)4/\$"

"

I-(5':6V"@/"@/1\*, )+&'F)("M(1\*/5"# "P"-5"D(/\*)=-&1&':6F/=1:/D1('-, +:1(:6"1'"M(1\*/"O"1&\*M(1\*/"P"V"'+ "W-'@""@/"U, /D'-)&)"F"M(1\*/"! Q"1&\*8U/, +'4/"` )1(\*"/4/;\$""

"

</, )&\*:6V"V/=1:/=" /1&"/=D:)6//51:1(-/5"1(/"@-2@/(@"1&"=1:/="/=D:)6//51:1(-/5"1'"M(1\*/">V"HW"KV"L"1&\* P\$C'"M(1\*/">V"@/F/=1:/"14/(12/"51:1(6"-5"@-2@/(V"N+'""@/"21D"@15"(/\*+, /\*5-&, /"#Q! EV"W@-, @, )+:\*"N/" \*+/"")"1"(/\*+, '-)&"&"F/=1:/"@/1\*", )+&'\$"

"

R@-(\*:6V"1'"M(1\*/5"E"1&\*O"V"@/(/"-5"D)5-'4/"D16"21D"F)("=1:/5V"1:'@)+2@&)&/"1(/"5'1'-5'-, 1::6"5-2&-F-, 1&'\$""

"

I-&1::6V"@/"=)5'"5-2&-F-, 1&"D16"21D"/U-5'5"1'"M(1\*/"! QV"W@/(/"N)'@""@/"= /1&"1&\*""@/"=/\*-1&"D16"21D5"



R@/"=1L)(-'6")F"@/"1, 1\*/=-, "/1, @-&2S(/5/1(, @D)5-'.)&5"5-'1'"M(1\*/"0"1&\*"M(1\*/"P"V"W@/(/"'@/"  
D()D)('-)&")F"F/=1:/5"-5"5-2&-F-, 1&':6"@-2@/("\$"C"M(1\*/"L"V"@/(/"-5"1&"/4/&"D()D)('-)&")F"F/1:5'"")=1:/5V"  
1&\*"1'"M(1\*/"! Q"



%9]:8!>F@!E!\*8. 280!\*9A!) . 9:B=5=! ]B!+. 2575239:!\*0928! !(0108==51. 9:!' 807548=!&DA:1B88=!Y=9:9058=!9/!, =/  
) 3<3=!/6R, C!9. 2!6R, UZ!

(1=5/51. !	) 492!` 0!	;8D9:8!	H9:8!	%1/9:!	;8D9:8!	;8D9:8!	H9:8!	H9:8!	;8D9:8!	()`!
*0928!		"13. /!	"13. /!	"13. /!	H89. !; %&!	H8259. !	H89. !	H8259. !	9=!T!1Q!	*) (!
					'9:90B!	'9:90B!	'9:90B!	'9:90B!	H9:8!!	

%9]:8!>FC! !\*8. 280!\*9A!) . 9:B=5=! !; 3::!%5D8b(90!/!%5D8! !)::!&DA:1B88=IY=9:9058=I9/I, =/!) 3<3=/!6R, C!9. 2!  
 6R, UZ!

(1=/ *0928!	)492! `0!	;8D9:8! "13. /!	H9:8! "13. /!	%1/9: "13. /!	;8D9:8! H89. !; %&! '9:90B!	;8D9:8! H8259. ! ; %&! '9:90B!	H9:8! H89. !; %&! '9:90B!	H9:8! H8259. ! ; %&! '9:90B!	;8D9:8! 9=IT!10! H9:8!!	()`! *)(!	H&?+) \$! () `! *) (!!)
6R, U!	, V6!	, @, !	>>>!	>VIX6>!	>VI!6@!	@RW, U@!	>SIRSC!	VVF, C!	RFXC!	E	

; 3:!  
%5D8!!







%9]:8!>FX9! !(9B!\*9A!) . 9:B=5=!]B!&/M. 545/B!!

%9]:8!>FV9! !(9B!\*9A!) . 9:B=5=!]B!?5=9]5:5/B!E!a892!" 13. /!; 5<308=!010!9::!8DA:1B88=!!

?5=9]5:5/Bb\$1!?5=9]5:5/B! "1DA905=1. !Y) ::! *8. 280=Z!	a9=!75=9]5:5/B!	N803=82b\$1/ d. 10. !	\$1/!75=9]:82!	"1D]5. 82! N803=82b\$1/ d. 10. !e!\$1/ 75=9]:82!
" 13. /!Y6R, UZ!	, V!	C>!	@, R!	

%9]:8!>F, R!E!

!P"

-5"5+DD) ('/\*"F+('@/(^W@/&," )&5-\*/(-&2"@/" =/1&"D16"21D"

%9]:8!>F, , 4! !H8259.!(9B!\*9A!) . 9:B=5=! ]9=82!1. !' 8^39: !#058. /9/51. !!

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'8^39:! #058. /9/51. ! Y):!*8. 280=Z!	a8/801=8^39:!!	*9B!!	\8=]59. !!	_5=8^39:!!	%09. =<8. 280!!	! . c. 1O. b284:5. 82! /1!=A8450B!!	\*_%!!	?84:5. 82!/1! 'A8450Bb\$1!/d. 1O. ! e!a8/801=8^39:! /1/9:!!	! ! \*_%!9=!T!1Q! "1D]5. 82!?84:5. 82!/1! 'A8450Bb\$1!/d. 1O. !e! a8/801=8^39:!!	H&?) \$! ( ) `!* ) (!
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)7!; %&! ' 9:90B!

%9]:8!>F, 6! !(9B!\*9A!) . 9:B=5=!]B!9AA15. /82!=9:9058=!9/!R, !) 3<3=!/!6R, C!9. 2!6R, U!  
!

\*0928!

)4928D54!`0!

H89.!(9B!\*9A!







\5]090B!' 807548=!	!P"	>"
H90c8/5. <!e!" 1DD3. 549/51. =!	!Q"	>"
H8259!' 807548=		

a105g1. /9:!' 8<08<9/51. -!

R@/(/"W15"&)" /4-\*/&"D1''/(&"W@/&"(/4-/W-&2"@/L)N"):/5", 1((-/\*")+'N6"@)5/"\*/ , :1(-&2"1"\*-51N:-'6V"  
\*+/"')"@/"5=1::"&+=N/(5")F"5'1FF"\*/, :1(-&2"1"\*-51N:-'6\$"

&/M. 545/B!

GHI !b!' 41//5=M!a&+!\_8. 4MD90c!

a105g1. /9:!' 8<08<9/51. -!

R@/(/"W15"&)/4-\* /&"D1' /(&"W@/&("/4-/W-&2"@/7)N"():/5", 1((-/\*")+'"N6"~ O8"5' 1FFV"

' &"%+# \$!C!!

? /"1(/" , ) = -' / "\*" ) "/ :- = &1' - &2"D16"21D5"W@ / ( / " @ / " 21D" - 5"5' 1' - 5' - , 1::6"5-2&-F- , 1&'\$"? /"@14/"  
/9+1:"") ("2(/1' / (" @1&"Ha\$%&5)"  
\*) - &2"W / " @14 / " 1 \* ) D' / "\*" @ / " 8 + ( ) D / 1 & " \_ + = 1 & " ^ - 2 @ " 5 " G ) = = - 5 5 - ) & " \ 8 \_ ^ G ] - & ' / ( D ( / ' 1' - ) & " @ 1 " " 1 "  
D16"21D") F"Ha") ("2(/1' / (" - 5" , ) & 5 - \* / ( / "\*" ) "N / " 5 - 2 & - F - , 1 & ' \$ ""

? / "@14 / " / 5' 1N : - 5 @ / "\*" & : 5D5. 9/8!A9B! < 9A = !OM808!  
/M8! < . . . !"

C, ' - ) & 5 " ) " 1 , @ - / 4 / " " @ - 5 " " @ 1 " " @ 14 / " N // & " - \* / & " - F - / \* " 1 " " @ / " \* 1' / " ) F " " @ - 5 " ( / D ) ( " - & , : + \* / [ "

G) & ' - & + / " ) " 1 & 1 : 6 5 / " D16"21D" \* 1' 1" ) & " 1 & 1 & & + 1 : " N15-5"1&\*"/D) ("F-&\*-&25" ) " " @ / " 3&-4 / ( 5 - ' 6 " < / & - ) ( "  
O1&12 / = / & " R / 1 = " 1 & \* " ) " " @ / " 3 & - 4 / ( 5 - ' 6 " G ) + ( " " @ ( ) + 2 @ " @ / " 8 9 + 1 : - ' 6 " 1 & \* " T - 4 / ( 5 - ' 6 " G ) = = - ' ' / \$ ""

; ( ) = ) ' / " \_ ^ - & - ' 1' - 4 / 5 " " " " V T - 51N : - ' 6 " G ) & F - \* / & ' " < , @ / = / " 1 & \* "  
; / ( F ) ( = 1 & , / " 8 & @ 1 & , / = / & " " ^ / 4 - / W 5 " ) " 5 + DD ) ( " F / = 1 : / " , 1 ( / / ( " \* / 4 : ) D = / & ' \$ "

< , ) D / " D : 1 & " 1 & \* \* \* / 5 - 2 & " F + ' + ( / " , 1 ( / / ( " W ) ( X 5 @ ) D 5 " F ) ( " 5 ' 1 F F \$ "

8 & 5 + ( / " " @ / " ^ / W 1 ( \* " 1 & \* " ^ / , ) 2 & - ' - ) & " ; ) : - , 6 " 1 & \* " ; ( ) , / \* + ( / " 5 + DD ) ( " 5 " , 1 ( / / ( " ) DD ) ( ' + & - ' - / 5 \$ "

R(1-&" = 1 & 12 / ( 5 " ) " ( 1 - 5 / " 1 W 1 ( / & / 5 5 " ) F " - 5 5 + / 5 " ( / : 1' - & 2 " ) " ) , , + D 1' - ) & 1 : " 5 / 2 ( / 21' - ) & " 1 & \* " 2 / & \* / ( " D16"  
21D5"W@ : - 5 " , ) & ' - & + - & 2 " ) " D ( ) = ) ' / " 8 J : / 1 ( & - & 2 " 3 & , ) & 5 , - ) + 5 " ` - 1 5 " " ( 1 - & - & 2 " ) " 1 : " = 1 & 12 / ( 5 " 1 & \* "  
( / , ( + - ' = / & " " 1 & \* " 5 / : / , ' - ) & " D 1 & / : : - 5 ' 5 \$ "

C, ' - 4 / : 6 " 5 / / X " ) DD ) ( ' + & - ' - / 5 " F ) ( " - & , ( / 1 5 - & 2 " 5 " 1 F F " \* - 4 / ( 5 - ' 6 " " @ ( ) + 2 @ " ( / , ( + - ' = / & " " 1 & \* " 5 / : / , ' - ) & " F ) ( "  
/ U 1 = D : / " @ - 2 @ : - 2 @ ' - & 2 " F : / U - N : / " W ) ( X - & 2 " 1 " " @ / " D ) - & " ) F ( / , ( + - ' = / & " " 1 ( / 4 - / W - & 2 7 ) N " " - ' : / 5 " 1 & \* " 1 \* 4 / ( " "  
W ) ( \* - & 2 " ) " 1 \* \* ( / 5 5 " D ) ' / & ' - 1 : " ) , , + D 1' - ) & 1 : " 5' / ( / ) ' 6 D - & 2 \$ "

? ) ( X "