

Gender pay gap report 2020

First edition, published March 2021



Gender pay gap report 2020

Background

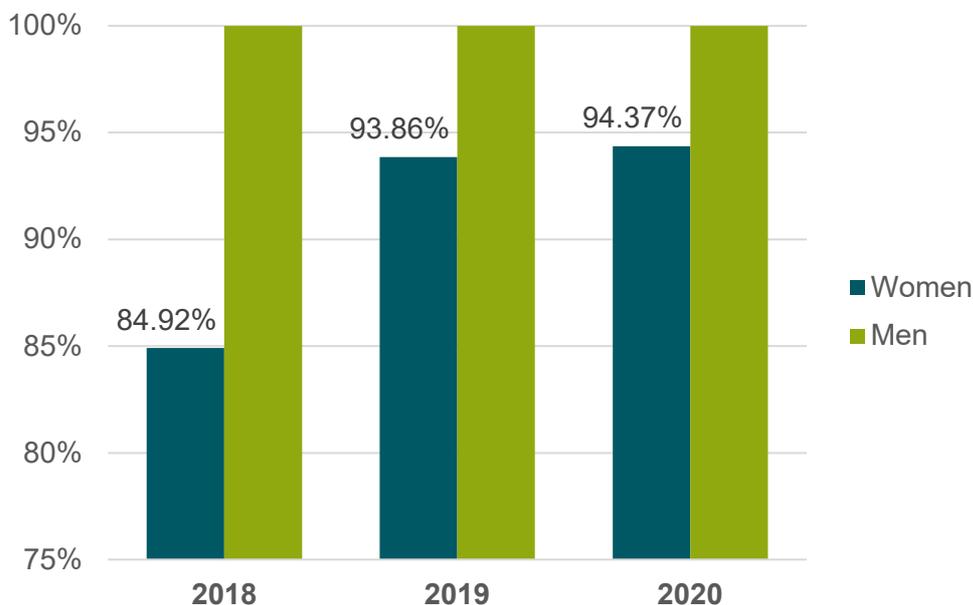
Our annual gender pay gap (GPG) report for 2020 shows the difference between the average (median and mean) earnings of men and women in the company. This is expressed as a percentage, for example, 'women earn 6 per cent less than men per hour'. GPG is not about whether we pay women and men differently for similar work.

Our position at 5 April 2020

Based on full time pay and excluding colleagues on reduced pay due to sickness, maternity leave or zero hours contracts, our GPG is explained below.

Hourly rate

Our women's median hourly rate is 6.42 per cent lower than our men's hourly rate. This has increased slightly from 2019 by 0.28 per cent which is due to a small increase in women across the organisation. We are proud that our actions have reduced this from 15.08 per cent in 2018. Although we recognise we need to continue to close the gap, we are also pleased that our mean GPG has reduced to 5.63 per cent from 7.45 per cent in 2019 (compared with 10.9 per cent in 2018).



Pay quartiles

The number of men and women in each quarter of the payroll is shown in this table:

Quartile	Men		Women	
	%	Number	%	Number
Top	53.75	43	46.25	37
Upper middle	60.98	50	39.02	32
Lower middle	49.40	41	50.60	42
Lower	39.76	33	60.24	50

National comparison

Our 2019 median GPG of 6.42 per cent is lower than the 15.5 per cent rate for all employees in the UK as recorded by the Office of National Statistics (ONS) in 2020.

Bonus pay

We do not pay bonuses, but we do make one-off payments for exceptional performance. During the 12 months to 5 April 2020, only 0.6% of the organisation (two people) received these payments and they were both women. Therefore, in that particular year there was 100% bonus pay gap between men and women. Given the low numbers of awards, this is not something of concern to us.

Why is there a gender pay gap?

There are several reasons why a GPG arises:

- Segregation in the wider employment market continues to reinforce the GPG, as men and women still tend to work in different jobs. Women often work in lower valued and lower paid sectors of the economy. For example:
 - We have a high proportion of male employees in our repairs and maintenance teams. There are only three female trades employees. This has increased by one based on 2019.
 - There continues to be proportionately more women in lower quartile roles such as administration, customer service and cleaning.
- In the wider employment market, men still make up the majority of those in the highest paid and most senior roles. We have a higher proportion of men working in roles paid at mid or upper quartile rates compared to women;
- Women still tend to have more caring responsibilities than men and, as a result, may leave the labour market or work part time. We have 32 per cent of women working part-time, compared to 1.8 per cent of men (the % of men working part time has increased by 0.6%

this year). If data on those working part-time are excluded, the median GPG for full time employees in 2020 reduces to 4.19 per cent. This is the same as 2019, compared to a UK median of 8.9 per cent in 2019.

What are we doing about the gender pay gap?

Organisational development / learning and development

We support individuals to achieve their potential by providing comprehensive learning opportunities everybody across the organisation.

During 2019/2020, we have continued to recruit and retain trades apprentices.

We were pleased to welcome six graduates, four of whom are women, in September 2019/2020 as part of our new two-year graduate development program.

We continue to roll out our online training service to improve access to learning for everyone in our team, whatever their working hours or location. This can contribute to their progression at work and benefit those who work flexible hours.

In 2020 we are optimising and reorganising our structure to have clearer succession planning pathways in the organisation.

Recruitment and selection

We continue to use our recruitment and selection procedures to ensure that all appointments and internal promotions are made solely based on merit. All appointments are against objective criteria, regardless of age, disability, sex (gender), gender reassignment, sexual orientation, marriage or civil partnership, pregnancy and maternity, race, religion or belief.

Vacancies are advertised through a variety of channels using gender-neutral language. We ensure that recruiting managers are trained in fair, non-discriminatory and consistent practices. They are supported by recruitment specialists within the HR team. We strive to use mixed-gender interview panels where resources allow. We also continue to use skill-based assessment tasks and competency-based interviews which have been shown to reduce unconscious bias.

We reviewed our wording for recruitment advertisements and our Employee Value Proposition (EVP) during 2019/20 as part of our efforts to prevent over/under representation. We would take appropriate positive action permitted under the Equality Act 2010, such as using a 'tie-breaker' in selecting a female candidate for roles where women are disproportionately under-represented. We also implemented equality impact assessments in 2020 to ensure fairness in all policies.

We continuously monitor diversity and are a disability confident employer.

Pay and benefits

We have a simple, fair and transparent pay system. Pay is determined by independent market testing and peer benchmarking and pay ranges are published within the organisation for transparency. We continue to pay the Living Wage Foundation's Real Living Wage as a minimum. We regularly monitor our approach to pay, to ensure we provide a competitive reward package for our people. During 2020 we reviewed employee recognition more broadly. As a result, there is more control and structure around bonus payments for exceptional performance. We have an array of benefits as well as comprehensive health and wellbeing support for all colleagues.

Flexible working

We continue to champion a range of flexible working options to help employees at all levels effectively manage their work/life balance. This includes part-time working, condensed hours and job sharing. We have supported many women at all levels returning to work following maternity leave through flexible working opportunities. These include job share and reduced hours. Creating a more agile and collaborative working environment is a key part of our people strategy. This was elevated in 2020 due to lockdown, and the entire country was forced into a different way of working. This has been extremely successful for us and proved that most roles within our organisation have the flexibility to have a more agile approach to delivering objectives.

We are open and transparent with our employees. In conjunction with our recognised trade unions and focus on strong internal communications, will continue to review our approach to reducing the GPG to ensure that we remain a great place to work for all.

A handwritten signature in black ink, appearing to read 'Mary Gibbons', with a stylized flourish at the end.

Mary Gibbons
Chief Executive

February 2021