



# Gender Pay Gap

Report 2020



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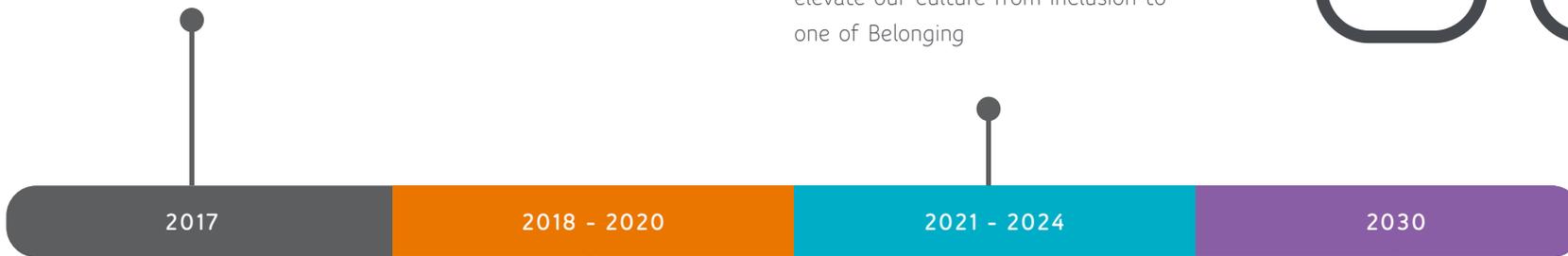
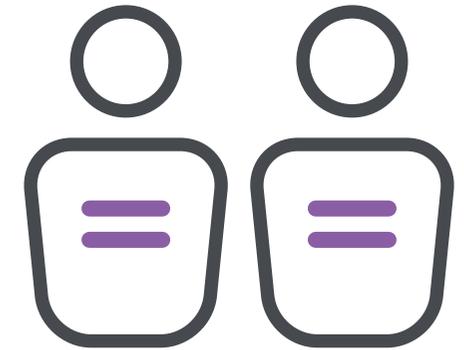


# Our gender pay gap

## Our journey to close the gap

Flagship and RFT reported their first Gender Pay Gap; and spent time to understand the reasons for our gap

Created in house monitoring systems to evaluate and track our gender pay action plan (GPAP) to measure impact. We will be brave in reporting what didn't work - and we will be relentless in our pursuit of reducing the gap. Our Gender pay gap actions will be aligned to our Equality, Diversity and Inclusion policy to elevate our culture from inclusion to one of Belonging



Gasway reported their first gender pay gap; we continued to create actions to address and reduce our gender pay gap across the Group; reviewed our recruitment processes and our Equality, Diversity and Inclusion policy to support a culture of inclusivity

We have a sustained culture of belonging; where all our valued employees are comfortable to bring their whole selves to work; they are completely engaged. We have equal gender representation across all the business - and we no longer have a gender pay gap

# What is a gender pay gap?

## How is it Calculated?

What is a gender pay gap?; The average difference between the hourly earnings of men and women regardless of the role they occupy as at 5 April each year. It is not the same as equal pay, where men and women are paid differently for doing the same or similar work.

### Mean

Mean is the average hourly pay gap between men and women (regardless of role or seniority).

### Median

Median is calculated by analysing salary data for both genders in the relevant business areas and comparing the middling salary for a woman against the middling salary for a man.

### Gender Bonus Gap

The Gender Bonus Gap is the difference in the number of men and women within the relevant business area who receive a bonus as well as the difference of these bonuses.



# Summary

Any UK company with more than 250 employees is required to publish its gender pay gap report. This report has been compiled using people data for Flagship, RFT and Gasway as at 5 April 2020.

Flagship has seen a decrease in both the mean (average) and median (middle) hourly pay gaps in 2020. The mean has decreased from 26.01% to 23.97% in 2020, a reduction of 2.04% since 2019. The median has also reduced from 18.98% to 17.48% in 2020, a reduction of 1.5% since 2019.

RFT has seen a reduction in the mean but a slight increase in the median hourly pay gap in 2020. The mean has decreased from 10.95% to 8.35% in 2020, a reduction of 2.6% since 2019. The median has increased slightly from 14.17% to 15.75%, an increase of 1.57% since 2019.

Flagship and RFT do not pay a bonus to their employees.

Gasway has also seen a reduction in both its mean and median hourly pay gaps in 2020. The mean has decreased from 35.18% to 27.92%, a reduction of 7.26% since 2019. The median is now 38.38%, down from 40.38%, a reduction of 2.45% from the previous year. In terms of its gender bonus gap, Gasway has seen an increase in the mean gap, from 62.71% to 63.43%; but a reduction in its median, from 57.54% to 46.27% in 2020.

Bonuses at Gasway have been awarded.

At Flagship Group, we know that our gender pay gap is not due to paying men and women differently for doing the same or equivalent work.

**2.04%**  
reduction

in the mean hourly pay gap

**2.6%**  
reduction

in the mean hourly pay gap

**7.26%**  
reduction

in the mean hourly pay gap

**1.5%**  
reduction

in the median hourly pay gap

**1.57%**  
increase

in the median hourly pay gap

**2.45%**  
reduction

in the median hourly pay gap



# Reasons for the change in our pay gap

We have employed more women in higher paying roles

22.62%  
increase

in the number of **women** employed  
in **higher** paying roles

19.76%  
decrease

in the number of **women** employed  
in **lower** paying roles

11.27%  
reduction

in the **median** gender bonus gap

**Flagship:** Has seen a 22.62% increase in the number of women who are employed in more senior, higher paying roles within Flagship, which has positively affected our pay gap. Additionally, in the last 12 months Flagship has employed more women than men to any vacancies for higher earning roles, which has further supported an overall reduction in both the mean and median gender pay gap, in favour of women..

More women have been employed than men in the last 12 months in higher earning roles.

**RFT:** The ratio of women in the upper middle and upper pay quartiles has increased over the last year. More women are employed in higher paying roles since last year. In addition there has been positive movement towards a greater balance in the number of men and women employed across the lower and higher paying roles. This has led to the mean (average) gender pay gap for RFT consistently reducing over the past three years, however the median has increased over the last year due to the fact that overall women still occupy more lower paid roles than men in RFT.

The ratio of women in the upper middle and upper pay quartiles has increased over the last year.

**Gasway:** Has also seen an increase in the number of women employed in upper middle and upper pay quartiles. There are now 19.76% fewer women employed in the lower paying roles, and in comparison 19.75% more men employed in lower paying roles, which has positively reduced both the mean and median gender pay gap for Gasway. Despite a similar percentage of men and women who receive a bonus; 23.55% of women and 27.24% of men, the mean in relation to the gender pay bonus gap (63.43%) remains similar to last year. This is due to the fact that Gasway bonuses are paid in line with the responsibilities and duties of a role, irrespective of gender, and as such the more senior the role, the greater the bonus. As more men occupy technical/senior roles in Gasway, which attract a higher bonus, the mean gender bonus gap remains proportionately high. The median gender bonus gap has reduced by 11.27% as more men have been employed in lower earning roles.

# Flagship Group

## Our gender pay gap results

### Our workforce profile

2020

Number of females  300

Number of males  205

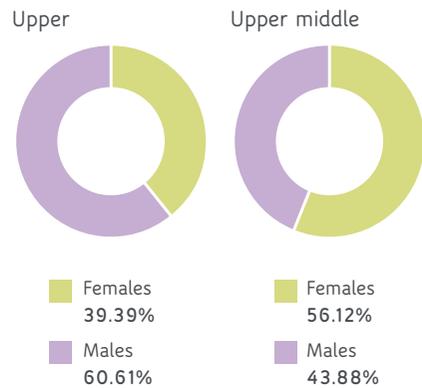
Mean (average) Gender pay gap 2.04% ↓ (2019) **23.97%**

Median (middle) Gender pay gap 1.5% ↓ (2019) **17.48%**

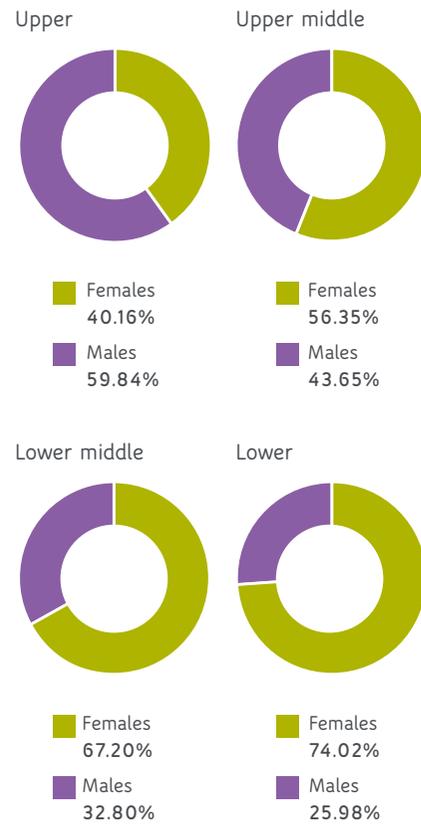
Our pay quartiles do not indicate a pay equity issue; they demonstrate how many men and women fall within each of the four pay quartiles.

### Our pay quartiles

2019



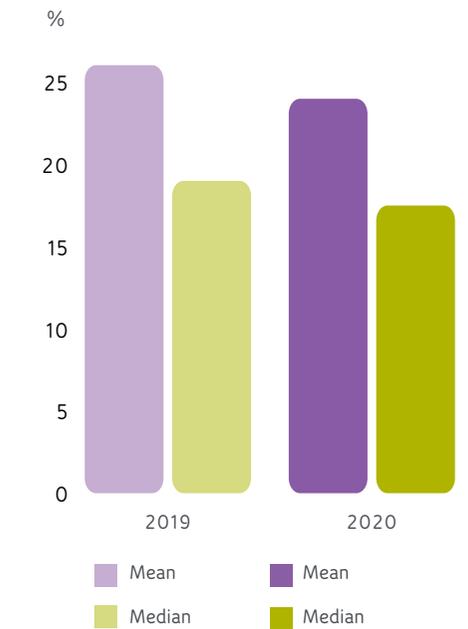
2020



### Gender pay gap

2020 (Compared to 2019)

Hourly difference in pay between men and women regardless of role or seniority



## Our gender pay gap results

### Our workforce profile

2020

Number of females  52

Number of males  280

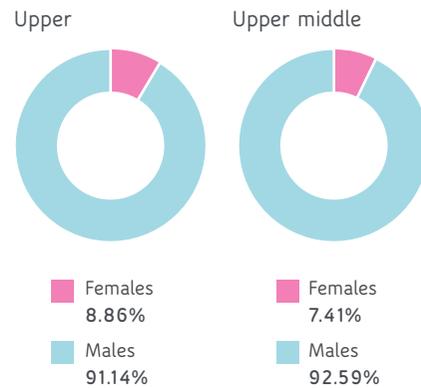
Mean (average) Gender pay gap 2.6% ↓ (2019) **8.35%**

Median (middle) Gender pay gap 1.58% ↑ (2019) **15.75%**

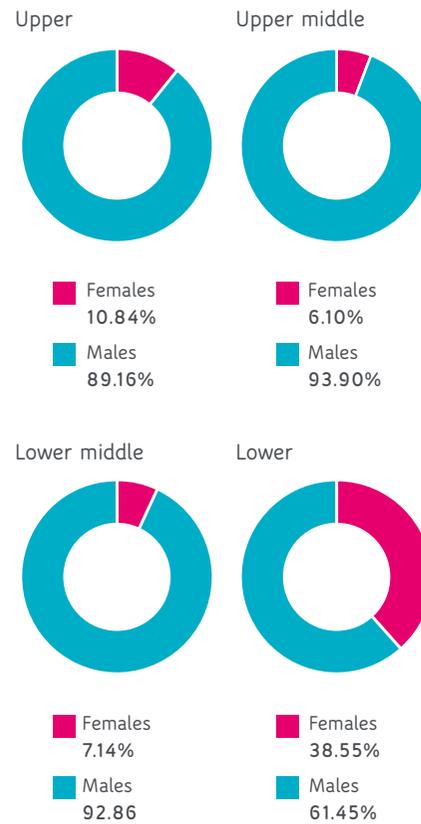
Our pay quartiles do not indicate a pay equity issue; they demonstrate how many men and women fall within each of the four pay quartiles.

### Our pay quartiles

2019



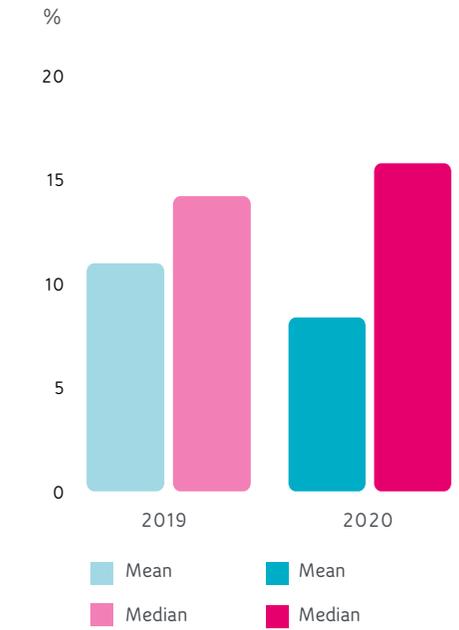
2020



### Gender pay gap

2020 (Compared to 2019)

Hourly difference in pay between men and women regardless of role or seniority



## Our gender pay gap results

### Our workforce profile 2020

Number of females  51

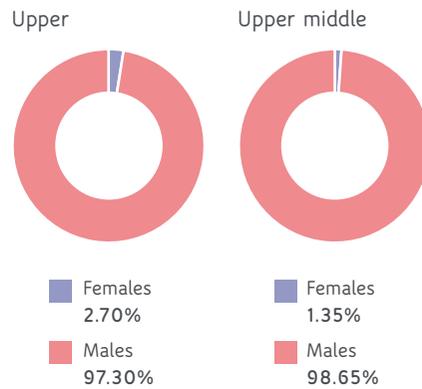
Number of males  268

Mean (average) Gender pay gap 7.26% ↓ (2019) **27.92%**

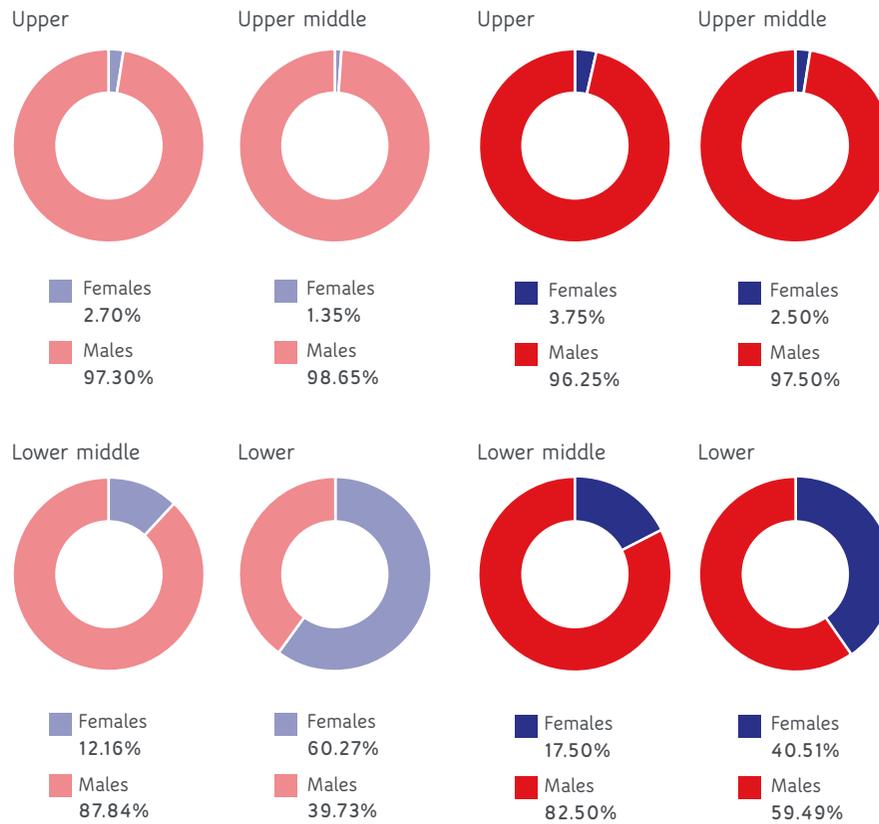
Median (middle) Gender pay gap 2.45% ↓ (2019) **38.38%**

Our pay quartiles do not indicate a pay equity issue; they demonstrate how many men and women fall within each of the four pay quartiles.

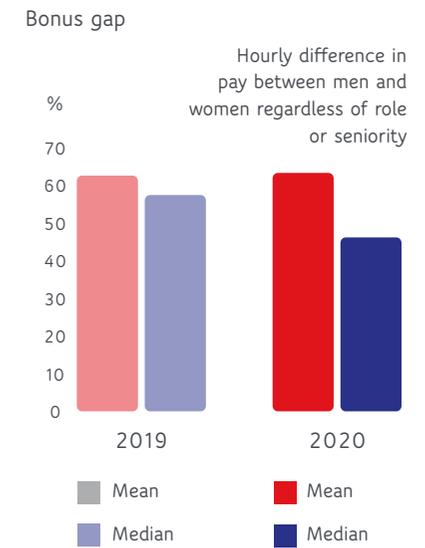
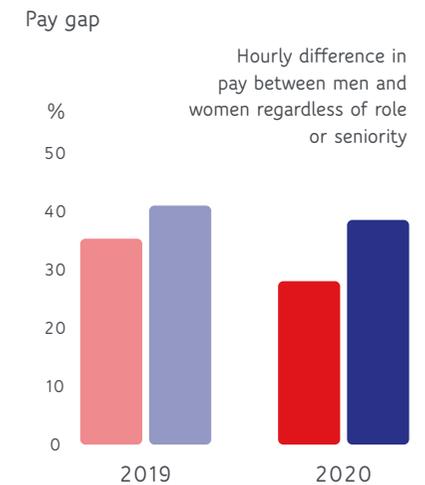
### Our pay quartiles 2019



### 2020



### Gender pay & bonus gap 2020 (Compared to 2019)



# Our gender pay action plan

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## Work in progress

1 Use the **real Living Wage**, as set by the **Living Wage Foundation**, as the minimum base pay for employees, regardless of gender.

2 Those joining our business under TUPE (Transfer of Undertakings Protection of Employment) regulations will be paid at least the **real Living Wage**, as set by the **Living Wage Foundation**.

3 **Reward, Recognition, Promotion and Career Development** is based on individual contribution and output and is considered as part of our **Talent Management Process** with employees.

4 Actively encourage men and women to reach their potential by setting them achievable and meaningful objectives within their individual **Personal Objectives and Development Plans (PODP's)**.

5 Monitor the progression of both men and women within the organisation through our talent management framework.

6 Use training and development solutions to reduce any skills gaps with individuals and roles, regardless of gender.

7 Launch of **Women in Leadership Scheme**; the introduction of a mentoring programme aimed at women to further support their career development.

8 Use gender-neutral job evaluation tools to ensure salaries are defined and assessed by responsibility and both internal and external comparisons to roles of a similar discipline.

9 Recruitment materials and campaigns will continue to reflect gender neutrality to promote careers across Flagship Group.

10 Recruitment campaigns for all roles, including senior positions, to include job sharing and flexible working opportunities to support working mothers, or mothers who wish to return to work.

11 Launch of a **Returners Programme**; roles advertised specifically to support women back into work following time spent out of their career raising/supporting families.

12 We have **enhanced** our maternity and parental provisions to support parents whilst they are on maternity/paternity/adoption leave.

# Our gender pay action plan

## Work in progress

**13** We have introduced **Carers Leave**, providing paid leave for our employees with caring responsibilities.

**14** Further develop our partnerships with local schools within the Eastern region to enable us to engage equally with men and women; to address social mobility issues (providing men and women with equal access to our brand and career opportunities).

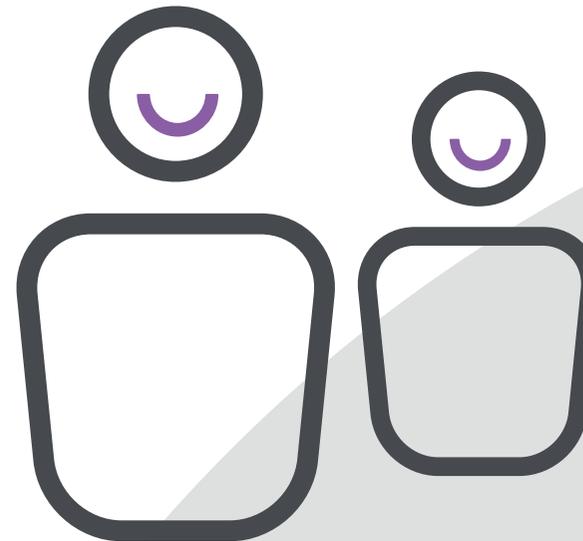
**15** **Female Trade Apprenticeship** campaign; to specifically encourage more females into trade roles.

**16** Review of the **Equality, Diversity and Inclusion Policy** accompanied by an action plan to include initiatives which will further support an inclusive non-gender culture.

**17** Delivery of unconscious bias training; to further support gender neutral decision making in our hiring, promotion and succession planning activities.

**18** To monitor our gender pay gap quarterly to track our changes periodically throughout the year to provide an insight as to the impact of our commitments.

**19** Ask employees what other benefits they would like to have available whilst working with us.



# What's next?

## Creating a gender balanced workforce

We are passionate about reducing our gender pay gap. Whilst we have an ambition to eradicate the gap entirely by the year 2030, we know that this will require us to be more creative in how we attract more women into roles which are traditionally seen as male.

Our challenge in achieving this is the enduring societal norm of associating gender to certain roles, sectors and professions. We will be working smarter with schools and colleges to challenge traditional thinking and create a more gender balanced talent pipeline for the future.

We will continue to advance our published Gender Pay Action Plan and develop this throughout our journey to solve the housing crisis in the East of England; eradicating our gender pay gap along the way.

We are confident that our new Equality, Diversity & Inclusion Policy (E,D&I), together with the launch of our Inclusion Champions will enable us to create a culture of belonging for our people. Linking our E,D&I ambitions with our gender pay gap commitments will provide us with a greater insight into the barriers women face at any point in their career and will further our understanding in what else we need to do to create a more gender balanced workforce.

We will be working smarter with schools and colleges to challenge traditional thinking and create a more gender balanced talent pipeline for the future.





Lisa Collen

Director (People & Workplaces)