



Gender Pay Gap

Report 2021



www.flagship-group.co.uk

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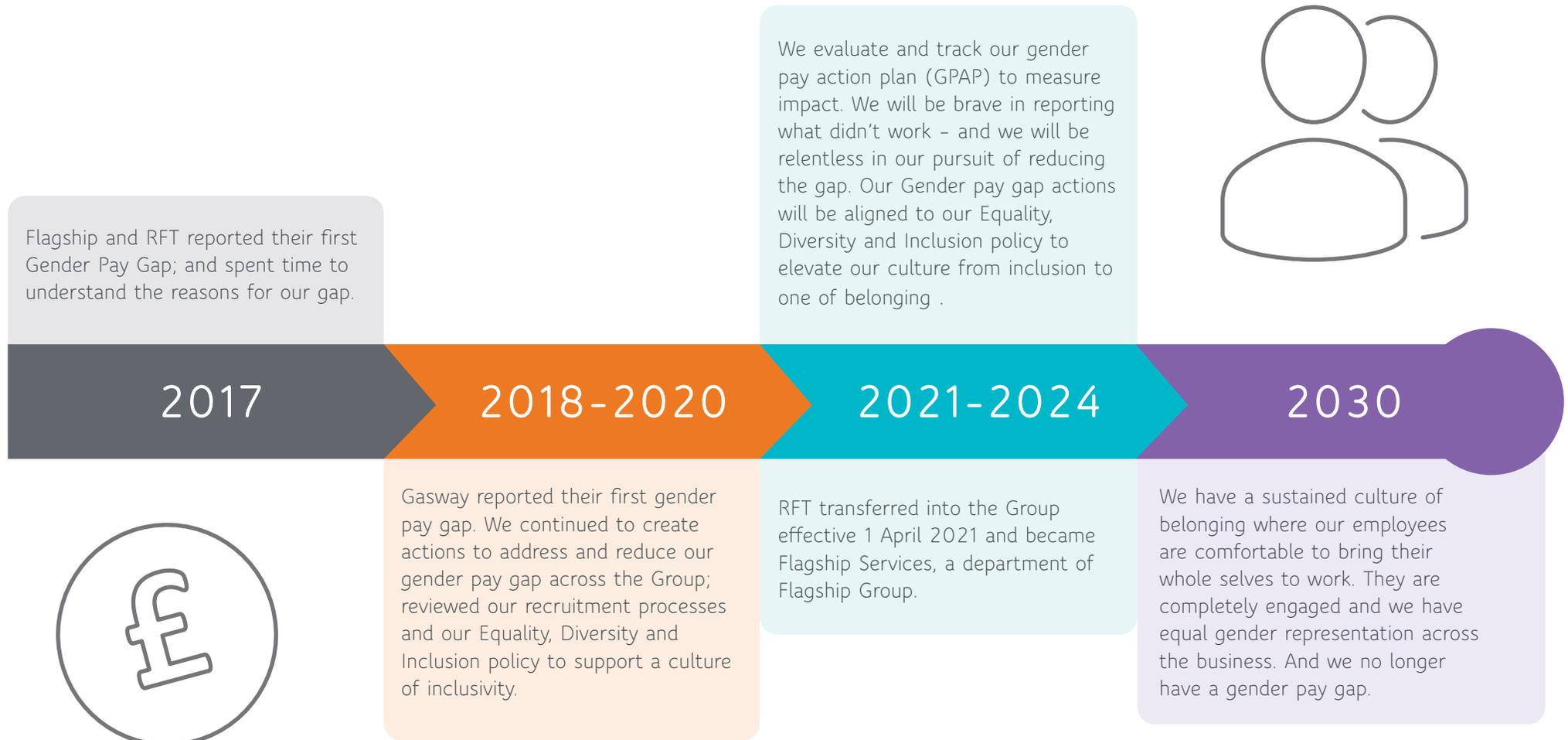
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Our gender pay gap

Our journey to close the gap



What is a gender pay gap?

How is it Calculated?

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 Group and Gasway as at 5 April 2021.

Flagship (inclusive of Flagship Services) has seen a decrease in both the mean (average) and median (middle) hourly pay gaps in 2021. The mean has decreased from 23.97% to 3.57% in 2021, a reduction of 20.4% since 2020. The median has also reduced from 17.48% to -5.57% in 2021, a reduction of 23.05% since 2020.

Gasway has also seen a reduction in its median hourly pay gap in 2021. The median is now 37.51%, down from 38.38%, a reduction of 0.87% from the previous year. The mean has increased from 27.92% to 29.90%, an increase of 1.98% since 2020. Bonuses at Gasway have been awarded during this period to 25.86% of females and to 24.38% of men. We have seen a decrease in the mean gap from 63.43% to 40.54%; and a reduction in its median, from 46.27% to 10.18% in 2021.

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.

3.57%
a reduction
of 20.40% ▼
in the mean
hourly pay
gap

-5.57%
a reduction
of 23.05% ▼
in the median
hourly pay
gap

37.51%
a reduction
of 0.87% ▼
in the median
hourly pay
gap

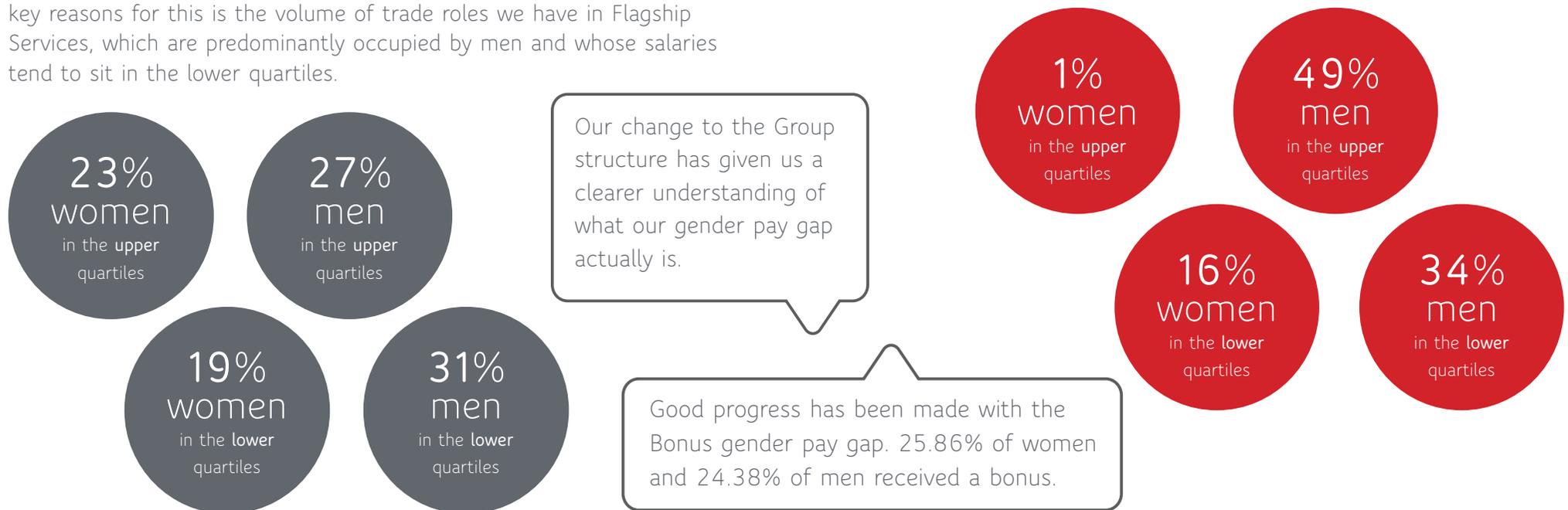
29.90%
an increase
of 1.98% ▲
in the mean
hourly pay
gap

Reasons for the change in our pay gap

Flagship: 2021 is the first year that Flagship Services (previously RFT) have been included in Flagship Group's gender pay gap reporting, following their transfer of undertakings into the Group. This has resulted in significant changes to our gender pay gap results due to the profile of employees within each business areas. If we separate out the data as reported in previous years, the true picture is that the data is relatively consistent with 2020 and that the significant changes to the gender pay gap are predominantly due to the make up of the new combined structure.

Combining Flagship Group and Flagship Services has resulted in us having more of an even split between men and women in the upper quartiles, 23% women compared to 27% men, and a larger ratio of men in the lower quartiles, 31% men compared to 19% women. One of the key reasons for this is the volume of trade roles we have in Flagship Services, which are predominantly occupied by men and whose salaries tend to sit in the lower quartiles.

Gasway: The pay gap for Gasway has remained relatively stable with a decrease in the median figure of 0.87%, but an increase in the mean of 1.98%. The main reason for this is because headcount has increased overall and the number of men in the upper quartiles has increased as a result of this. We have a significantly higher number of men in the upper quartiles with 49% men compared to 1% women. In the lower quartiles we have 34% men compared to 16% women. A similar percentage of men and women receive a bonus in Gasway; 25.86% of women and 24.38% of men. The mean in relation to the gender pay bonus gap has decreased from 63.43% to 40.54% and the median has reduced significantly from 46.27% to 10.18%. Gasway bonuses are paid in line with the responsibilities and duties of a role, irrespective of gender, and the more senior the role, the greater the bonus.



Flagship Group

Our gender pay gap results

Our workforce profile

2021

Number of females  416

Number of males  584

Mean (average) Gender pay gap 20.4%  (2020) 3.57%

Median (middle) Gender pay gap 23.05%  (2020) -5.57%

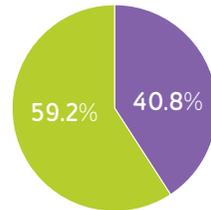
Our pay quartiles do not indicate a pay equity issue; they demonstrate how many men and women fall within each of the four pay quartiles.

Our pay quartiles

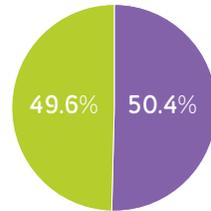
2021

 Males  Females

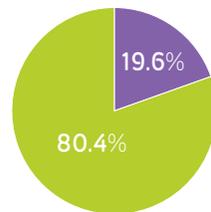
Upper



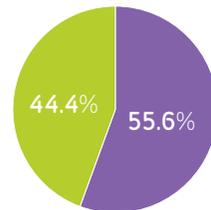
Upper middle



Lower middle

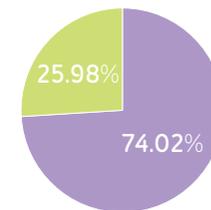
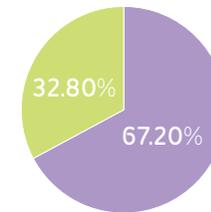
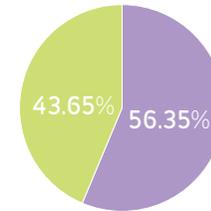
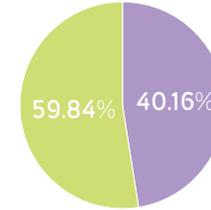


Lower



2020

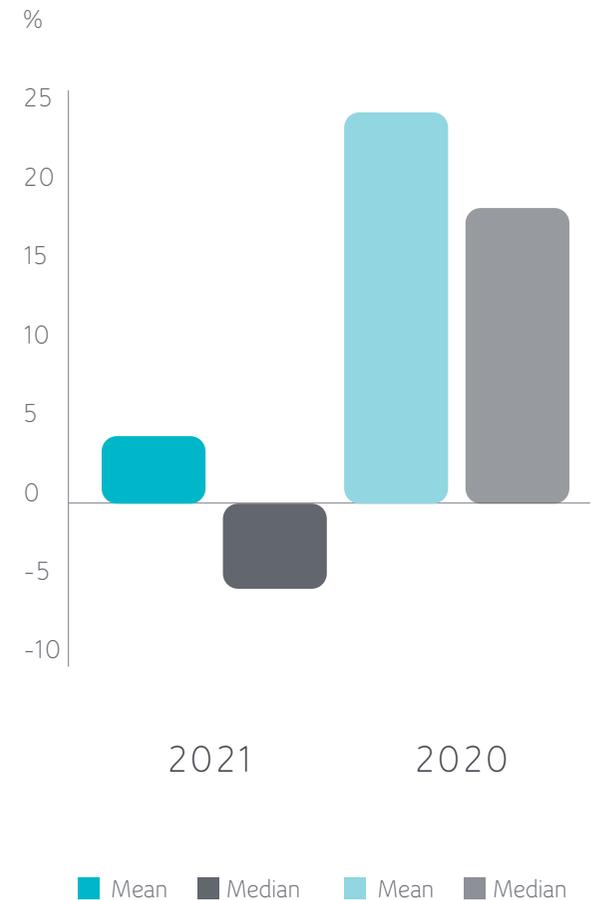
 Males  Females



Gender pay gap

2021 (Compared to 2020)

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



Gasway

Our gender pay gap results

Our workforce profile 2021

Number of females  **58**

Number of males  **283**

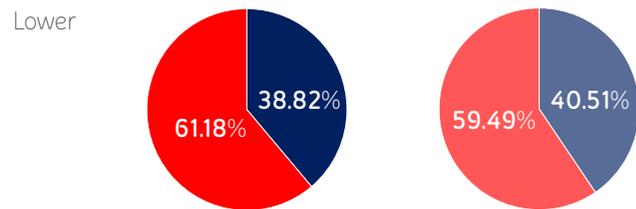
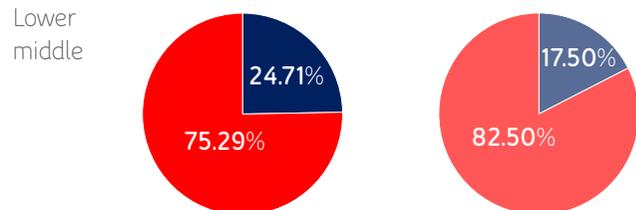
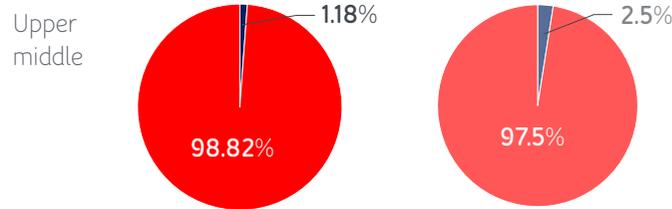
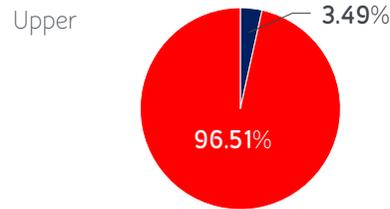
Mean (average) Gender pay gap  (2020) **29.9%**

Median (middle) Gender pay gap  (2020) **37.51%**

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.

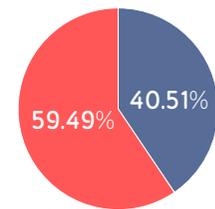
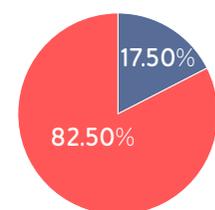
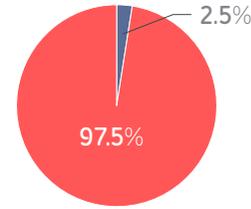
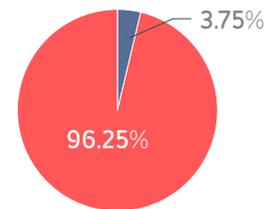
Our pay quartiles 2021

 Males  Females



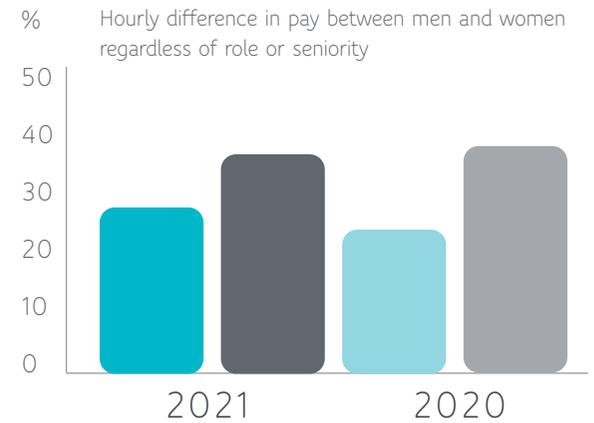
2020

 Males  Females

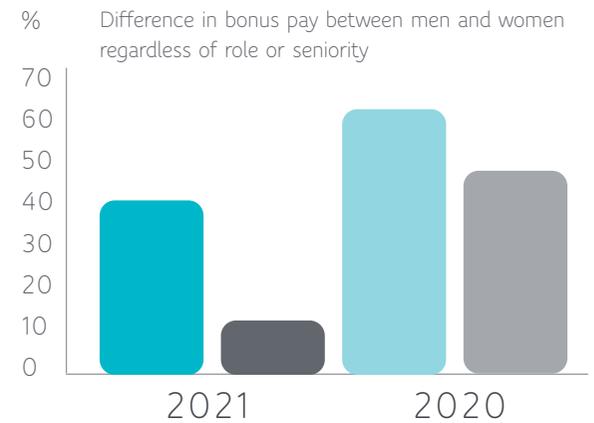


Gender pay & bonus gap 2021 (Compared to 2020)

Pay gap



Bonus gap



 Mean  Median  Mean  Median

Our gender pay action plan

Our focus on reducing our gender pay gap is split into four key areas, Recruit, Retain, Develop and Review.

Recruit

- We operate a returners programme; roles are advertised specifically to support women back into work following time spent out of their career raising/supporting family.
- All roles (including senior posts) are advertised to include flexible working to encourage applications from those seeking part time hours or flexibility in their working hours.
- We ensure a gender balanced interview panel (where possible) to help avoid hiring based on shared bias.
- Job advertisements and Job descriptions are now all 'gender decoded' - to remove any gender bias in advertising.
- We are currently piloting a scheme to remove identifying and/or personal details from applications to remove unconscious bias in recruitment.
- We currently use gender-neutral job evaluation tools to ensure salaries are defined and assessed by responsibility and internal and external comparisons to roles of similar discipline.
- In 2021 we rolled out Inclusive recruitment training to HR teams.
- We use the real living wage as set by the Living Wage Foundation as the minimum base pay for employees regardless of gender.
- We ensure that those joining our business under TUPE regulations are paid at least the real living wage as set by the Living Wage Foundation.
- We plan to run targeted female Trade Apprenticeship campaigns to specifically encourage more females into trade roles.
- We plan to roll out recruitment training in 2022 to all line managers with a focus on inclusive recruitment and diversity in the workplace.
- Rather than relying solely on a traditional interview approach, we plan to use skills-based assessments in the recruitment process where possible.
- We want to continue to 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).



Our gender pay action plan

Retain

- We have reviewed our Equality, Diversity and Inclusion Policy accompanied by an action plan to include initiatives which will support an inclusive gender-neutral culture.
- We will continue to ask employees what additional benefits they would like to see implemented via our annual staff engagement survey.
- 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.
- We offer flexible working and have a culture of agile working to support work/life balance and caring responsibilities.
- We have enhanced our family leave provisions to support parents whilst they are on maternity/paternity/ shared parental /adoption leave.
- We have introduced Carers Leave, providing paid leave for our employees with caring responsibilities.
- We are in the process of developing a flexible benefits system from April 2022 to enable our people to choose what's important to them.

Develop

- We have delivered unconscious bias training to further support gender neutral decision making in our hiring, promotion and succession planning activities.
- We will continue to actively encourage men and women to reach their potential by setting them achievable and meaningful objectives within their individual PODP's.
- We will be introducing a new digital Reward system in October 2021 to support greater recognition of high performance for both office-based and field-based roles.
- We will continue to use training and development solutions to reduce any skills gaps with individuals and roles, regardless of gender.
- We launched a Women In Leadership scheme; the introduction of a mentoring programme aimed at women to further support their career development.
- We have an active group of 'Inclusion Champions' who lead on educating and raising awareness of Equality, Diversity and Inclusion at work.

Review

- We will monitor our gender pay gap quarterly to track our changes periodically throughout the year to provide an insight as to the impact of our action plan.
- We will monitor the progression of both men and women within the organisation through our talent management framework.



What's next?

Creating a gender balanced workforce

We are passionate about reducing our gender pay gap and this year we have seen significant positive changes to our pay gap, mostly due to our change in structure. We are however aware that there is still much more to do across the business and will continue to progress with our action plan. Whilst we have an ambition to eradicate the gap entirely by the year 2030, we know that this will require us to continue 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 continue to operate our Apprenticeship programme and will work 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 Equality, Diversity & Inclusion Policy (E,D&I), together with the work that our Inclusions champions do alongside HR and line managers will enable us to further embed 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 are passionate about reducing our gender pay gap and will continue to progress with our actions to eradicate the pay gap entirely by 2030.





Lisa Collen

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