



Gender Pay Gap Report 2022

EVERYONE BELONGS

Pelican Business Services is a people centred business, driving positive change for our teams and our community by building diversity at all levels. We focus on giving our people a voice and delivering on what matters to them, enabling us to develop a culture where everyone belongs.

This year we have made great progress through our culture, diversity and inclusion programs, taking significant steps to advance ourselves as an inclusive workplace. This is reflected in our gender pay gap results, which demonstrate our gender neutral approach to pay and progression.

This year, our highlights have included our partnership with Women's Work Lab, improvements to our family leave policies including paid fertility and neonatal leave, and the launch of our newest people networks – Meet4Menopause and Carers Network.

I am delighted to share with you our 2022 gender pay gap results, details of the progress we have made this year and our plans for the year ahead.

I confirm that the published information is accurate, reliable and complete in all material respects.

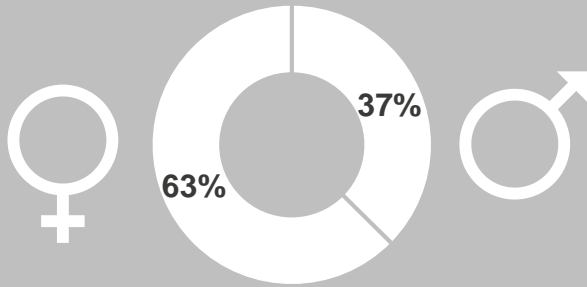


Charley Maher, Managing Director

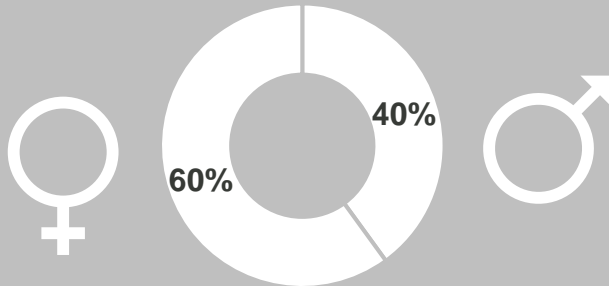


OUR TEAM

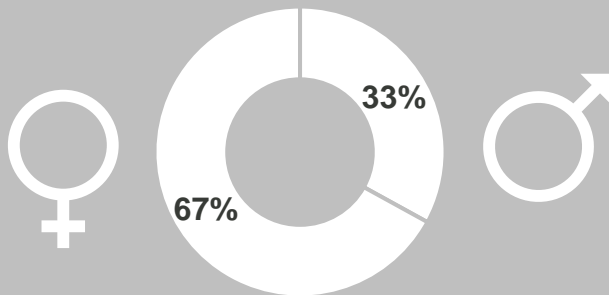
Our team is 63% female



Our leadership team is 60% female



Our senior leadership team is 67% female



Pay Distribution

Looking at the hourly pay of our team members from lowest to highest enables us to arrange our data into equal sized pay bands, called quartiles. The percentage of men and women in each quartile is then calculated.

Our pay quartiles remain relatively unchanged year on year, with the lower quartile representing our administrative roles, where we recruit and retain more women. The lower middle quartile has a fairly even distribution of males and females, with the upper middle quartile demonstrating the number of women in leadership positions. The proportion of women in the upper quartile has increased from 2021, demonstrating our commitment to attracting and developing female talent.

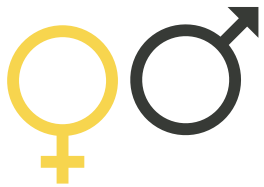
PAY QUARTILES

♀	75.9%	Lower	24.1%	♂
	55.4%	Lower Middle	44.6%	
	62.7%	Upper Middle	37.3%	
	56.3%	Upper	43.8%	



OUR GENDER PAY GAP

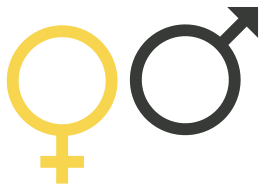
The gender pay gap identifies the difference in hourly pay for men and women employed by Pelican in April 2022 without reference to their role, seniority, age or length of service. This is helpful in understanding how our average pay compares between men and women, and is reported by both the 'mean' and 'median' average.



Mean gender pay gap for 2022 is

0.81%

compared to 5.25% in 2021

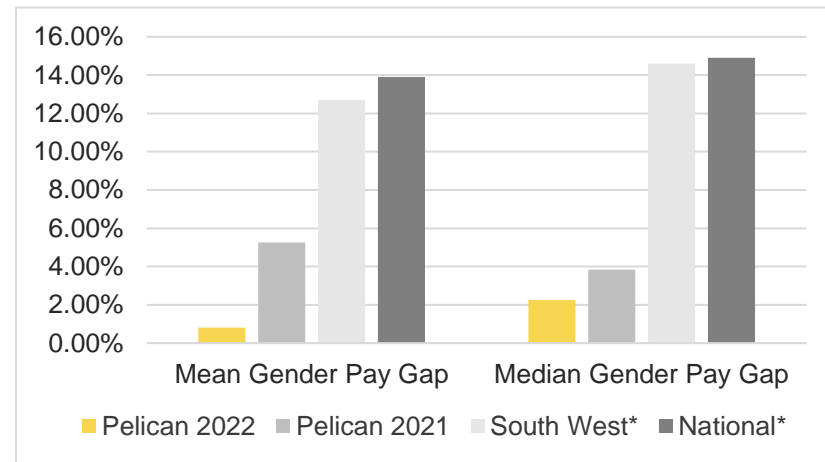


Median gender pay gap for 2022 is

2.24%

compared to 3.85% in 2021

Gender pay gap comparisons



**Office for National Statistics: Annual Survey of Hours and Earnings 2022*

Our 2022 gender pay gap results

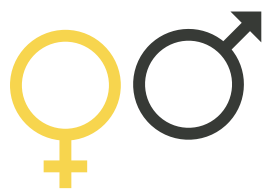
The continued year-on-year improvement in our gender pay figures demonstrates our commitment to making decisions on pay without reference to gender, ensuring everyone's contributions are recognised.

Our gender pay gap results continue to compare very favourably with the UK and South West 2022 averages, where the median gender pay gap is 14.9% and 14.6% respectively.

Our data shows that male team members earn £0.11 per hour more than female team members based on the mean average, a reduction from £0.70 in 2021.

OUR GENDER BONUS GAP

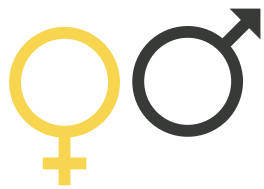
The gender bonus gap looks at the difference between the average bonus received by men and women in Pelican in the twelve months prior to 5 April 2022. We reward our teams with a performance related bonus, which is paid annually in June for those with more than six months of service. Nearly eighty percent of team members received a bonus to recognise their hard work and dedication during this time.



Mean gender bonus gap for 2022 is

-6.57%

compared to 4.13 % in 2021

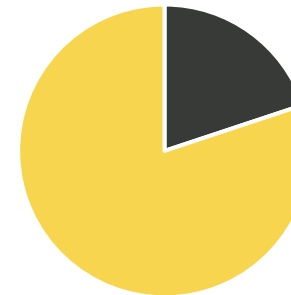


Median gender bonus gap for 2022 is

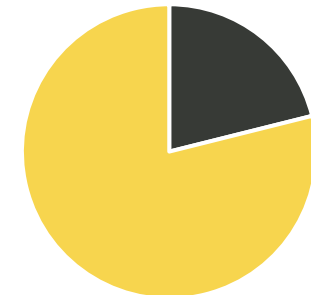
17.07%

compared to 26% in 2021

Women



Men



Bonuses were paid to 78.9% of men and 80.1% of women

Our 2022 gender bonus results

Our mean gender bonus gap demonstrates a higher rate of bonus pay for females than males. This is a significant change from our previous results due to an increase in female representation throughout the business.

Our median gender bonus gap remains attributable to the monthly performance bonuses received by our predominantly male meter reading team. This has improved since 2021 due us attracting more women to the meter reading roles, with the gender composition in this team increasing from 4.35% in 2019 to 14.28% in 2022.

OUR PROGRESS

Women's Work Lab

We were delighted to partner with Women's Work Lab, who support mums returning to employment to become work ready over a twelve-week programme. We were able to offer two separate four-week work placements as part of the overall programme, supporting women to gain a real insight to life within Pelican and the working world through a mixture of training and on the job learning. Following their visit, they spoke of the welcome they received, the collaborative environment, and the flexibility that we offer to everyone. We are thrilled to subsequently offer permanent roles to several of the participants.



"Our time with Pelican has shown us that the workplace is not as scary as you might think. To other mums like us, I would say try to push away the self-doubt and go for it – this has been a truly life changing experience for us!"

*Michelle Willis,
Women's Work Lab participant*



culture inclusion diversity



Our Networks

To embed diversity and inclusion within our culture, we have created a collection of networks under the banner of #EveryoneBelongs. We've seen continued success from these networks, with the inclusion of a group for carers and Meet4Menopause, alongside the continued popularity of our Working Parents Network. Our internal networks are key to ensuring all our team members feel connected and can support one another, which enables us to attract and retain female team members who might otherwise struggle to remain in work. This, in turn, has a positive impact on our gender pay gap.

Engagement

Twice a year, we ask our team members for feedback on what we're doing well and where we have opportunities to improve.

We encourage detailed comments, using this feedback to develop our annual People Promises which we share with our teams and provide regular updates on our progress.

In 2022, we achieved an engagement score of 93% with positive feedback on communication, our networks, our approach to health & wellbeing, and our people development initiatives.

This approach means we are focusing on the things that matter most to our people, ensuring that we remain a great place to work.



Developing Our Talent

Developing our internal talent is a key priority for us, ensuring that we have non-discriminatory practises that support our people to develop their careers.

Following team member feedback, we introduced a simplified annual review process supported by robust one to one discussions, to ensure that everyone has the support to succeed and develop in their role.

We have relaunched our attachment sessions initiative where team members can spend time with another department to find out about their roles, enabling our career progression opportunities to be open to all.

We have put in place 'Talking Talent' sessions, to ensure that our talent is properly identified and developed.

As a result of these initiatives, we have filled a large number of our roles internally, with two thirds of internal moves in the past year completed by our female team members.



OUR FUTURE PLANS

Attracting Female Talent

Continuing to attract, retain and develop female talent remains a priority for us. We are constantly reviewing our approach to recruitment to ensure we are innovative, engaging and flexible, and that our leaders reflect our Pelican values and culture in their interactions with our future talent.

In 2023, we are investing in a new careers system to simplify and improve the applicant experience, and ensure we give an informative and accurate representation of our vacancies and life at Pelican.

We are pleased to continue working closely with Women's Work Lab, offering placements to support women back into the workplace.

As a founding signatory to the Women in Business Charter, we are delighted to be part of their peer-to-peer mentoring scheme, which enables businesses to share ideas and best practice on ways in which to attract, retain and develop women.

We are also excited to be joining the Women's Utilities Network, an organisation set up to give women the skills and confidence they need to build lasting, fulfilling careers in the utility sector.

Leadership Awareness Training

We have recently launched awareness training for all our leaders, ensuring they are equipped to promote inclusive ways of working and challenge bias. This modular programme covers what we mean by culture, inclusion and diversity; the benefits of an inclusive workplace; exploring bias and privilege; understanding inclusive behaviours; and identifying inclusive leadership traits.

Ensuring that all our leaders participate in the programme will help us to achieve our goal of having an open and inclusive culture where our people feel welcome, supported and included, regardless of characteristics.

Culture, Inclusion and Diversity

Gender is one of the four key priorities in our 2023 culture, inclusion and diversity plan, ensuring we work to address areas of imbalance. Our other areas of focus include how we communicate our inclusive approach to our people and our communities; creating wider awareness and understanding of faith and religion; and improving accessibility for our people and customers. Together we are committed to being an organisation where **#EveryoneBelongs**.