



# Gender Pay Gap

Report 2020

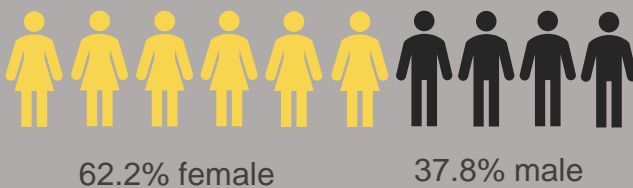
# Culture, Diversity & Inclusion

As a provider of leading-edge customer services, the diversity of our workforce is integral to reflecting the needs of our customers and the communities in which we operate. Our work towards inclusivity, equality and diversity is at the forefront of our agenda to ensure we are better equipped to champion the needs of our customers, face business challenges and to develop our people. Our approach to gender equality highlights the positive progress that we are making in ensuring a fair and inclusive workplace that values the contribution of all our team members, irrespective of gender.

## Our team

Over 60% of our workforce is female, with strong female representation across all levels of the business demonstrating that everyone is encouraged to reach their full potential.

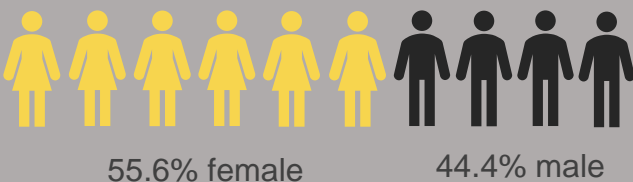
### Whole workforce



### Management and specialist roles



### Senior Leadership Team



## Pay distribution

Reviewing the hourly pay of our team members, the first quartile represents the high number of new female team members in our customer facing roles. The remaining quartiles show a fairly even distribution of males and females across the higher pay bands.

### Quartile 1



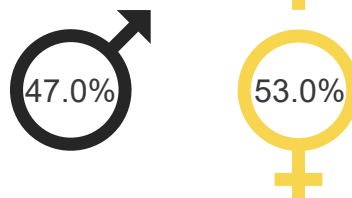
### Quartile 2



### Quartile 3



### Quartile 4



# Gender Pay Gap

The gender pay gap identifies the difference in earnings for men and women employed by Pelican in April 2020 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.

The gender pay gap is the difference between the average hourly pay received by male and female team members and is reported by both the 'mean' and 'median' average.

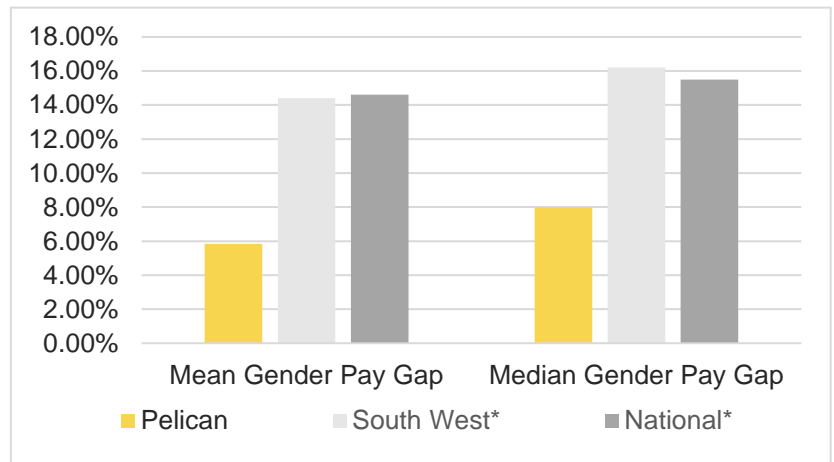
The **mean** difference in hourly pay between men and women is **5.84%**



The **median** difference in hourly pay between men and women is **7.98%**



## Gender pay gap comparisons



\*Office for National Statistics:  
Annual Survey of Hours and Earnings 2020

We continually review how to attract our team of experts. Recent changes in our gender pay gap are attributable to our attractive flexible working offering combined with our engaging approach to recruitment, which has resulted in 77% of our new starters being female.

People development is a key focus within the business, and we are exceptionally proud of the fact that a high proportion of our more senior individuals commenced their Pelican careers in our customer facing roles demonstrating that we continue to attract, retain and develop a high proportion of female team members.

In real terms, our gender pay gap results show that male team members earn 77 pence per hour more than female team members based on the mean average, which reflects the higher proportion of female team members in our customer facing roles.

Our results compare very favourably with the UK average of 14.6% for the mean and 15.5% for median, and the South West average of 14.4% for the mean and 16.2% for the median.

# Gender Bonus Gap

Our team members are rewarded for their contributions via performance related bonuses.

The gender bonus gap looks at the difference between the average bonus received by men and women in Pelican in the 12 months prior to 5 April 2020.

Around three quarters of our team members received a bonus to recognise their hard work and dedication during this time.

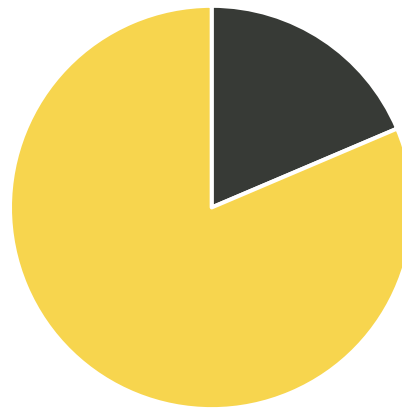
The **mean** difference in bonus pay between men and women is **8.34%**



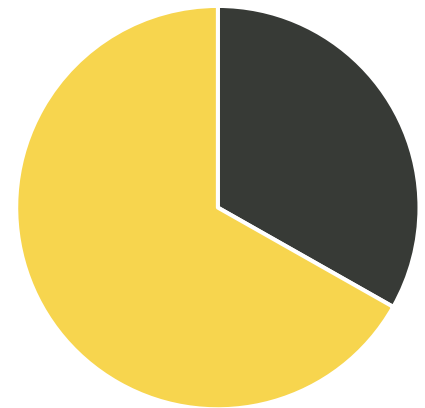
The **median** difference in bonus pay between men and women is **30.01%**



Men



Women



Bonuses were paid to 81.4% of men and 66.5% of women

Our newest Pelican team members are supported through an initial training period of between six and nine months. Upon completion of their initial training period, they become eligible to participate in the bonus plan. With over two thirds of our new team members being female, this is reflected in our mean gender bonus gap, and the proportion of women receiving bonuses.

The median gender bonus gap continues to be impacted by the monthly performance bonuses received by our predominately male meter reading team. We have been proactively recruiting more female meter readers to ensure a more diverse gender distribution within this team.

Bonuses are based on a percentage of base salary which means part time team members receive lower bonuses than their full-time colleagues. As we have more female part time team members, and women on maternity leave receive a bonus that reflects their time within the business, this also has an impact on our median gender bonus gap.

# Our achievements

- We have **removed gender specific** information from our application forms and our 'mixed-gender' interview panels have allowed us to achieve balance in our selection decisions.
- Our recruitment adverts and job descriptions are regularly reviewed to ensure they are **free from gender bias** and are inclusive in their language and requirements.



- Nearly half of our team members have taken up some form of **flexible working** via our flexible contracts and our reason-neutral acceptance process.
- We've introduced **culture champions** that represent the business in delivering cultural improvements to improve our diversity and inclusion.

- We have developed a range of management development modules for our **current and aspiring leaders**, averaging a 66% female enrolment.
- Our managers took part in a **management 'job swap'** which enabled us to challenge traditional stereotypes. By providing opportunities without reference to gender, this helped to break down barriers to personal development and supported all our managers in developing wider business knowledge.
- As a founding member of **Women in Business**, we continue to work with other local businesses to promote, share and support best practise in creating workplaces that are gender equal.



# Our achievements

- We continued our '**Healthy Conversations**' series, to break the taboo of discussing perceived 'difficult' topics such as miscarriage, infertility and cancer. By sharing personal stories, we create a more open and inclusive culture where team members feel supported.



- Our **Working Parents Group** continues to go from strength to strength, supporting working parents with any challenges they face when trying to balance work and family life.

- We sought feedback from **new and expectant mothers** to ensure they are properly supported before, during and after maternity leave.
- All our managers received training and access to a self-serve **management toolkit** to ensure they can support team members during life events such as maternity and paternity.
- We arranged an external speaker to present to all our leaders on the topic of **supporting women through the menopause**. This has been underpinned with our menopause policy and guidelines for managers. We are in process of establishing a menopause mentor group, which will provide support and guidance for anyone affected by the menopause.

Having a diverse and inclusive culture not only makes for a happier and more productive team but also helps us set our business up for the future. We are a people business and it's important to ensure we have a talented, diverse and happy team in place, where fairness and equality for all provides a diverse and varied approach towards our business challenges and ensures that we are innovating for the future.

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

**Charley Maher, Executive Director, Pelican Business Services**