

Pelican
Business Services



Gender Pay Gap

Report 2018



Introduction

In 2017, Pelican Business Services reported our gender pay gap for the first time and we were pleased to report a mean gender pay gap of only 3.83%.

This year we have gone from strength to strength, and I am proud to share that our mean gender pay gap has improved further to 2.40%, demonstrating the value we place on diversity and developing potential, regardless of gender.

Our approach to attracting new team members provides flexible opportunities across a range of positions. Our leadership team have been at the forefront of championing new approaches to working patterns, and this has resulted in a increasing number of successful flexible working requests, across both full and part time positions.

We are passionate about people and support our team members to achieve harmony between their working and personal lives. We have established various networking groups where we share the challenges faced by our team members on a day to day basis and develop practical solutions to overcome these obstacles.

I've been particularly delighted at the success of our working parents group, and our support and involvement with Bristol Pride. We've recently introduced mental health first aiders across our teams and increased awareness of the impact of dementia by providing every single team member with access to training.

Overall, we continually assess our Pelican work practices to ensure that we review every business decision we make is free of gender bias and that's why I'm pleased to share the 2018 gender pay results.

The gender pay gap

From April 2017, all companies employing more than 250 employees are required to calculate and report on their gender pay.

The gender pay gap identifies the difference in earnings for men and women across all ages, roles and levels within the organisation.

It differs from equal pay which is focused on the right of men and women to be paid at the same rate of pay for work that is of equivalent value.

The following report is based on all team members employed by Pelican Business Services on 5 April 2018.

Our workforce

We are based in the South West with 90% of our team members located at our head office in Nailsea. The remainder of our workforce are based around the region and visit our regional depots every month.

The split of the workforce is as follows:

Whole workforce



Senior Leadership Team



Definitions

We measure and report on two sets of figures, the 'mean' and the 'median' average.

By adding up every value and dividing the total by the number of team members, this enables us to calculate the 'mean' average.

The 'median' figure is obtained by listing every value in numerical order and identifying the value that occurs in the middle. This removes the influence of the very highest and the very lowest values.

Reporting the data in this way helps us define our people strategy moving forward.

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

Charley Maher
Managing Director, Pelican Business Services

Our gender pay gap

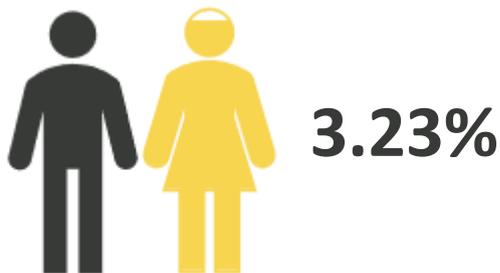
The gender pay gap is the difference between the average hourly pay received by men and women. This is reported by both the mean and median gender pay gap.

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



This compares to 3.83% in 2017.

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



This compares to 2.68% in 2017.

What is included in hourly pay?

Hourly pay includes basic pay, car allowances, standby payments, and other allowances. Excluded are overtime, benefits-in-kind (including company cars and medical insurance), the value of salary sacrifice schemes and termination payments.

We use hourly earnings to ensure we are comparing like-for-like figures. This means we are able to exclude any differences which are attributable to different working patterns or part time hours.

Who is included in the gender pay gap?

All team members who were employed by Pelican on 5 April 2018 are included with the exception of anyone on a period of leave at a reduced level of pay, such as maternity leave or sickness absence.

The factors that contribute to our gender pay gap

We continue to see a high level of gender diversity in our leadership team where more than half of this population are female. Small differences in the number of men and women at managerial level could cause changes to our gender pay gap in future years.

The proportion of male and female team members has changed slightly compared to 2017, which has improved the overall gender diversity across Pelican.

Our flexible approach to recruitment means that over two thirds of our new team members were female which has a positive impact on our gender pay results.

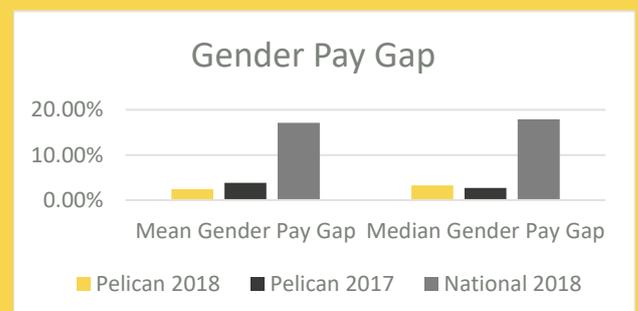
Due to the number of development opportunities we support, we also saw a significant number of women progress internally within Pelican, securing more senior roles at a higher level of pay.

What our gender pay gap means

The analysis demonstrates that male team members earn **2.40%** more than female team members based on the mean average, and **3.23%** more when looking at the median average.

When we compare this to our 2017 results, we can see an improvement when looking at the mean average.

Both the mean and median gender pay gaps compare favourably with the national mean average of **17.1%** and median average of **17.9%**.

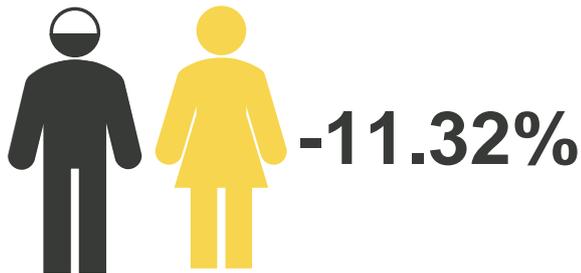


(Office for National Statistics: Annual Survey of Hours and Earnings: 2018 provisional, October 2018)

Our gender bonus gap

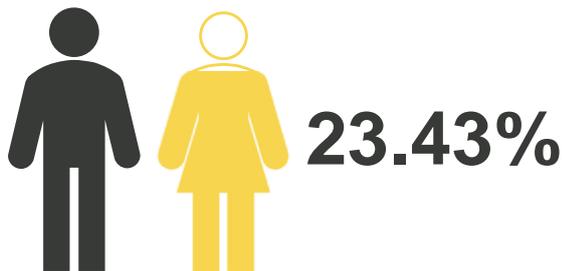
The gender bonus gap is the difference between the average bonus received by men and women across Pelican in the year May 2017 – April 2018. This is reported by both the mean and median gender bonus gap.

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



This compares to 2.97% in 2017.

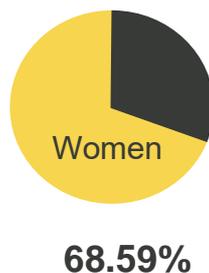
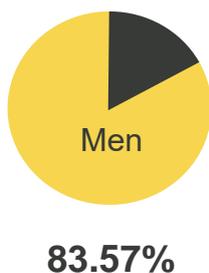
The **median** difference in bonus pay between men and women is:



This compares to 27.88% in 2017.

Proportion of men and women receiving bonuses

In the 12 months prior to 5 April 2018, 84% of men and 69% of women received a bonus.



What is included in bonus pay?

Bonus pay includes annual performance related bonuses which are paid in April for managers and June for all other team members. It also includes monthly performance bonuses for our meter reading teams, and any other bonus payments made in the 12 months prior to April 2018.

Team members' annual performance bonuses are based on a percentage of base salary and are adjusted to reflect their time within the business.

The factors that contribute to our gender bonus gap

We are delighted to see an improvement in the median gender bonus gap, which removes the influence of the highest and lowest bonuses. The bonuses received by our predominately male meter reading team continue to impact on our median bonus gap and we have reviewed our recruitment processes in this area to ensure a more diverse gender distribution within this team.

As bonuses are based on a percentage of base salary, part time workers receive lower bonuses than their full time colleagues. As the majority of our part time workers are women, this has a significant impact on our median gender bonus gap. Women on maternity leave also receive a bonus that is pro-rata to reflect their time within the business and this also has an impact on this figure.

The mean gender bonus gap identifies that on average, women receive an 11.32% higher bonus than men. This is primarily due to the strong gender diversity within the leadership team in the twelve months to April 2018. In addition, managerial bonuses paid during this period relate a different accounting period than team member bonuses.

The portion of team members not receiving a bonus is attributable to our newer team members who are still in probation. As we recruit more women than men, this explains the difference in the proportion of men and women receiving bonuses.

The pay distribution

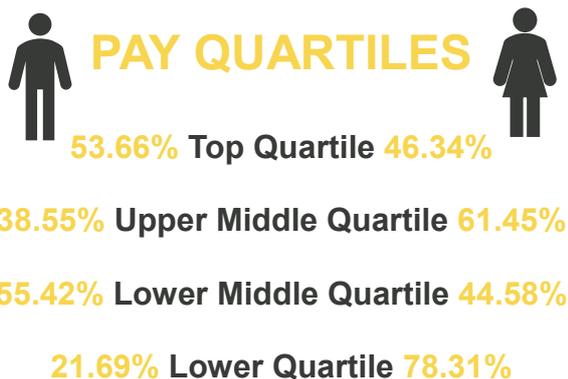
The distribution of men and women is shown in pay quartiles which are calculated by splitting the whole business into four equal sized bands based on hourly pay, from highest to lowest. The percentage of men and women is calculated for each pay band.

We have seen only minor changes in the pay distribution since 2017 with changes between quartiles being mainly attributable to internal promotions.

The proportion of women employed across Pelican is nearly 60% which is reflected in the upper middle quartile.

Both the top and lower middle quartiles show a fairly even distribution of men and women fulfilling roles at different pay levels.

The lower quartile is less representative of the wider gender split and is due to a relatively smaller number of men in our facilities and processing roles.



How we continue to reduce our gender pay gap

We are extremely proud that Pelican has a low gender pay gap. Over the last four years we've been delivering a range of initiatives that have helped us to improve gender diversity and are determined that this success will continue. We are committed to ensuring Pelican is a great place to work and that our team members continue to be compensated fairly and equally.

Read on to learn more about our initiatives.

Compensation strategy

The way in which we reward our team members is clearly defined and transparent, and we are committed to ensuring this strategy remains in place. This enables our team member to clearly see how they are being rewarded and that the way we pay our people is fair.

In addition to a basic salary, we like to reward our team members for a job well done and our bonus programme is structured in such a way that performance is recognised across our business.

Our front line team members receive standardised starting salaries and incremental salary progression within their first 36 months in role, and beyond. In addition, we recognise certain roles with a role specific allowance. We will continue with our annual salary review process where team members can share in the success of the company and increases to base salary are made without reference to gender.

Recruitment

At Pelican we are passionate about people, achieving 20th place in the Times Best Companies to Work For in February 2018. We know that our team members are proud of this achievement and it's important to us that we attract the best possible talent for our business to ensure we continue to be one of the most engaging businesses to work for in the UK.

In addition to winning the highest accolade possible for employee engagement, customer engagement is key too and we have achieved numerous awards for customer excellence over the last few years.

We are always looking for new methods to attract a skilled and diverse team and this year we created new job advertisements and terms of employment to ensure our company and our vacancies appealed to a wider audience.

A focus area for us has been looking to create a more diverse Meter Reading team, which traditionally has been a male dominated workforce. To ensure our recruitment and selection process was as inclusive as possible, we've had a strong focus on adapting our core hours and working patterns to make the role more attractive team members looking to work non-standard hours.

In addition to reviewing the content of our adverts, we've also explored brand new mediums to ensure we are reaching a more diverse talent pool. This includes attracting more working parents looking to find flexible solutions to fit around their personal lives such as school drop off and pick up times.

People Development

In the last year we have created and launched a number of development programmes to support our team members with their career progression.

We are particularly proud of our new **Customer Service Academy**. The Academy is a three week programme for all new customer facing team members where they learn all about our systems and processes and most importantly, how to interact with our customers to ensure we make every moment memorable for them.

The support for our Pelican team members continues past those first few weeks. Our mentoring scheme, our unique coaching framework and our approach to appraisals are second to none. The feedback we consistently receive from our team members is that these initiatives exceed any they have experienced previously and truly help them develop both personally and professionally.

We measure the impact of our development programmes through a twice yearly employment survey asking a number of questions about the initiatives on offer. In addition, every solution we design has a clear end goal in mind and tangible 'return on investment' measures in place.

Engagement

We describe ourselves as having a people centric culture where both our people and our customers are at the heart of everything we do.

We take enormous steps to create a happy and healthy workplace, ensuring every single team member at Pelican is engaged in what they're doing.

Our **Health and Wellbeing** committee are made up of team members from around the business and run a series of fun and important monthly events for everyone to benefit from.

We are also very proud of our **People's Council** who provide a voice to the wider business. Meeting quarterly to discuss business changes, highlights and further improvements, the People's Council is a way to ensure the engagement of our team members is kept as our number one priority. At our People's Council, we also take the opportunity to 'road-test' new initiatives and gather feedback before we launch any changes to the wider business.

Investing in our Leaders

We invest in our leadership capability and have an extremely talented team of leaders at Pelican. Every one of our managers has attended our comprehensive **Management Academy**, received training to become a competent coach and has access to a mentor.

In addition to this core offering, we provide a whole range of '**Masterclass**' sessions to them every year to ensure we are continually investing in their development as leaders. This ensures that we have effective succession plans in place to futureproof our business.

The time we take to invest in our management team benefits our whole business. By having a competent, engaged and confident leadership team, every single team member is managed consistently and appropriately by this inspirational group.

Diversity and inclusion

At Pelican, we welcome a diverse range of people, talent and ideas, and advocate the promotion of flexible working. We support working parents via our suite of family friendly policies and through our **working parents group**.

With the assistance of our occupational health team and mental health first aiders, we are committed to making adjustments that enable our team members to continue working and have equal opportunity, fair treatment and a safe working place.

Our '**Pride Patrol**' was formed in 2018 and is represented by team members from across our business. In July 2018 we proudly marched in Bristol Pride, an event which will continue to be a very important part of our annual calendar.

Our diversity and inclusion programme is sponsored by our senior leadership team who ambassador change with the support of team members from across the entire business.





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