Gender pay gap 2017 report

Ensuring all our employees are fairly and equally rewarded for the work they do is important to us, irrespective of gender.

We want all our staff to have access to the best training, development and equal opportunities so they can thrive in their work, now and in their futures.

And we recognise the importance of a healthy balance between work and home life so offer a range of flexible working options.

At the moment, our mean gender pay gap is **10.5%** which is a lot lower than the national average of **18.1%**. But we know there is more to do to reduce this gap further and so we will:

- Benchmark ourselves against other organisations and learn from those who have a lower gender pay gap.
- Target recruitment in those specific roles which may be under represented by women, such as construction and maintenance.
- Regularly report on our gender pay gap as part of our performance monitoring.
- Commit to positive action to reduce the gender pay gap in our People Strategy.

We are lower than the national average which is **18.1%**



Mean difference **10.5%**



Mean is the average hourly rate of pay.



Median difference 7.7%



Median is the middle hourly rate of pay.

About our workforce

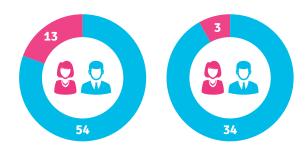
In a snapshot from 5 April 2017, we had an **exact split** of men and women working for us - **161 of each**.



Of our senior management team, **7 are men** and **5**



There were areas of our group which employed a significantly greater percentage of men than women. These were in our maintenance team, which included **54 men** and **13 women**, and in our commercial companies, which collectively employed **34 men** and **3 women**.

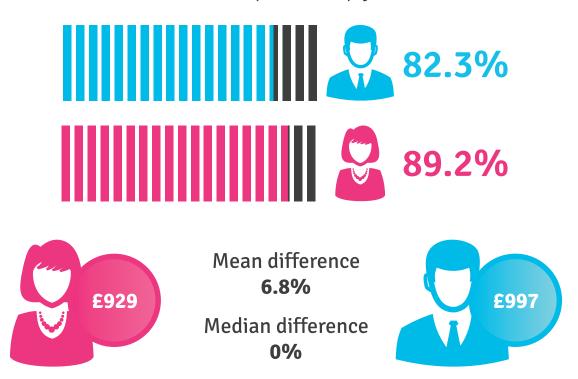


Those who work in maintenance have the opportunity to increase their income through overtime opportunities - something which is less available in other areas. This is reflected in the breakdown of workforce pay.

Bonus payments

Bonus payments include additional performance-related payments, incentive schemes, commission and long service awards.

Those in receipt of a bonus payment.



Breakdown of workforce pay

We rank employee hourly pay rates, from highest to lowest, and divide into four equal parts to give us quartiles, called upper, upper middle, lower middle and lower.

