



Gender Pay Gap

Report 2019

Introduction

At Pelican Business Services, we ensure everyone is encouraged to reach their full potential, regardless of gender, and this is why we are proud to report our 2019 gender pay gap results and the steps we've taken over the past 12 months to ensure people are at the heart of everything we do.

Our gender pay gap

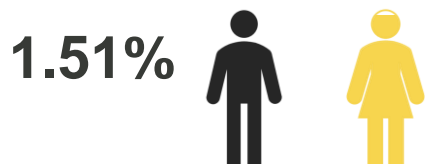
Gender pay calculations are based on the hourly rate for all team members, which enables us to compare the average pay for men and women who were employed with Pelican in April 2019.

The gender pay gap is the difference between the average hourly pay received by men and women.

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



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



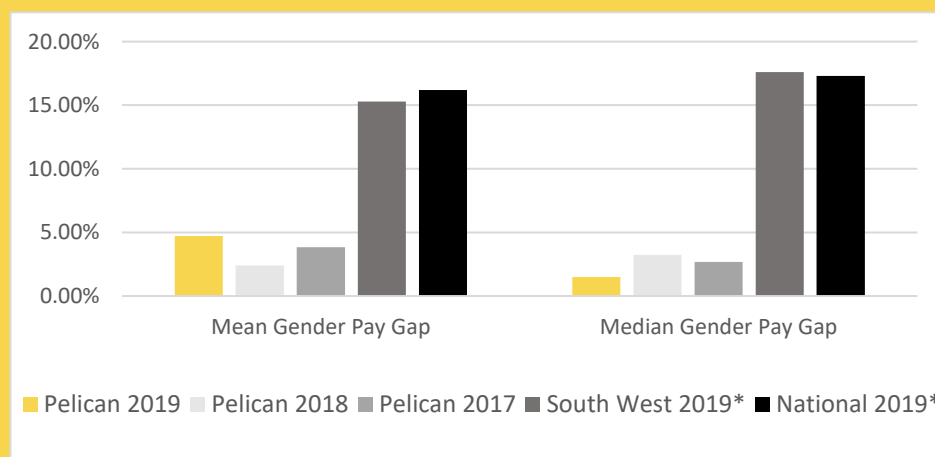
What our gender pay gap means

Our median pay gap for this period is 1.51% compared to 3.23% last year. The fact that this continues to improve year on year shows that our transparent and structured approach to compensating team members is free of gender bias. Our results compare very favourably with the UK average of 17.3% and the South West average of 17.6%.

We also measure the mean gender pay gap, but this is more influenced by the highest and lowest hourly rates. Our mean gender pay for 2019 is 4.71%, compared to a South West average of 15.3% and a UK average of 16.2%.

In real terms, these results show that male team members earn 15 pence per hour more than female team members, based on the median average.

Gender pay gap comparisons



*Office for National Statistics: Annual Survey of Hours and Earnings: 2019

Our gender bonus gap

We also report on the gender bonus gap, which is the difference between the average bonus payments received by men and women.

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

0.87%



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

24.86%



Our mean gender bonus gap demonstrates that men and women are receiving the same level of bonus pay. Our bonuses recognise the contribution of our team members to the success of our business and this shows that we value both men and women equally.

Our median gender bonus pay remains at a similar level to 2018, and an improvement on 2017. The reason we see such a marked difference between the median and mean bonus pay is mainly due to the impact of our large and predominately male meter reading team who receive monthly performance related bonuses.

What is included in bonus pay?

Bonus pay includes our annual performance related bonuses paid to the majority of our team members, a monthly performance related bonus paid to our meter reading teams and then any other bonus payments received by team members

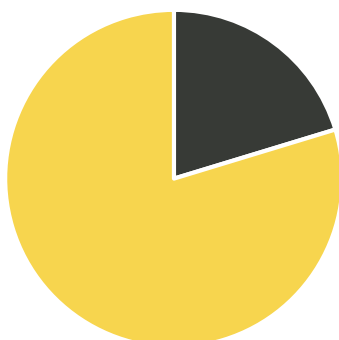
Bonuses are based on a percentage of base salary which means that part time workers receive a lower bonus than their full-time colleagues. As we have more part time female team members than male, this also impacts on our median gender bonus gap in the twelve months prior to April 2019.

Bonus distribution

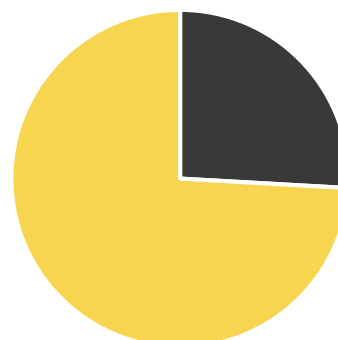
In the 12 months prior to 5 April 2019, around three quarters of our team members received a bonus to recognise their hard work and dedication during this time. Team members who did not receive a bonus in this period were mainly newer team members, still in probation.

Bonuses were paid to 79.7% of men and 74.1% of women.

Men



Women

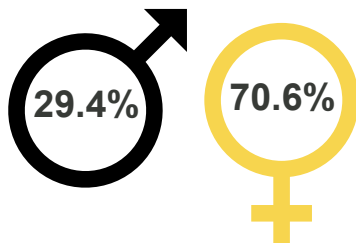


How our pay is distributed

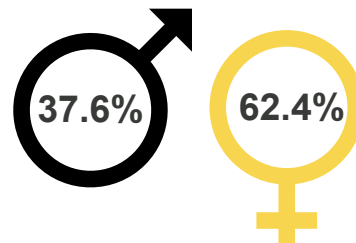
By reviewing the hourly pay of our team members, from lowest to highest, we can arrange our data into four equal sized pay bands (called quartiles) which enables us to look at the distribution of men and women within each band.

Our team is 60% female, which is broadly represented across most of the quartiles. We've seen significant improvements in the first quartile which means a more even distribution in our administrative and facilities roles. These improvements have led to a higher number of women in our second quartile. Our third quartile shows a much more even split than previous years with the fourth quartile showing a virtually even distribution between male and female team members.

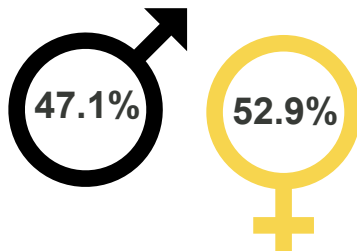
Quartile 1



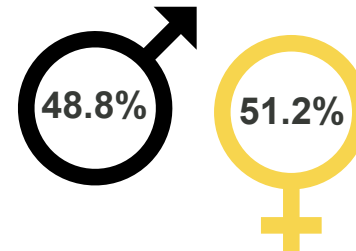
Quartile 2



Quartile 3



Quartile 4



Our approach to gender equality

We are thrilled to be able to share such positive gender pay gap results with you. We have been working really hard over the past 12 months at Pelican to improve our gender pay gap, as well as our overall approach to diversity, inclusion and team member engagement.

Attracting talent

We pride ourselves in employing the best possible talent at Pelican. This means continually reviewing our attraction campaigns, recruitment tools and selection processes to ensure we recruit a skilled and diverse team.

In 2019 we hosted our first ever recruitment open day to showcase our business to potential new recruits. This enabled prospective Pelicans to find out more about our roles and the type of work they could expect to be doing.

We continue to review our job adverts to remove unconscious bias, challenge stereotypes and highlight the flexibility and range of working patterns available at Pelican. We are particularly pleased that we have improved the gender diversity of our traditionally male dominated meter reader team, and that we have been able to support 137 flexible working requests in the past 12 months.



During 2019 we also completed a comprehensive review of every job description across our business to ensure they are free from any gender bias and are inclusive in their language and candidate requirements.

Health and wellbeing

Taking care of ourselves both mentally and physically remains a strong focus for Pelican.



Our dedicated health and wellbeing team have delivered an amazing calendar of innovative, thought-provoking and fun initiatives throughout the year to ensure all team members are equipped and have the opportunity to prioritise their physical and mental health.

This has included 'Healthy Conversations' which has focused on subjects that may traditionally have been seen as taboo in the workplace. Team members have shared some incredibly brave and honest blogs about their personal experiences, and we have implemented new policies and manager guidelines to support with topics such as the menopause and fertility challenges.

By having more honest and open communication across the business, as well as guidelines and helpful policies for our team members to use, we are better equipped to support all our people.

Communicating well

We continue to hold our half yearly Pelican Briefs and leadership events which are an invaluable tool for us to come together to share key business messages and celebrate success. This year we have introduced our monthly 'Ask SLT' event, where team members can raise their questions with our senior leadership team. Our People's Council continue to provide a voice across the wider business, meeting quarterly to discuss challenges and drive change, helping to implement 70 improvements for our people and our customers in 2019.



Supporting working parents

Our working parents group continues to grow, with new parents joining and benefitting from the support of other parents. It's really important to us that team members are supported through these important milestones in life and ensure that all our leaders are equipped to do this by running maternity and paternity masterclasses.

Developing our talent



We are passionate about developing the people who work with us and 2019 has been the year of #LetsMoveMore.

This campaign has resulted in a huge number of internal moves and promotions. Our mentoring and coaching programmes underpin these moves to ensure our people are skilled and feel confident enough to move around our business. In addition, we have introduced temporary 'job swaps' to allow our people to see what it's like working in a different team. By providing opportunities for our team members without reference to gender, this challenges traditional stereotypes and helps break barriers to personal development.

Women in business

Pelican are proud to be a signatory to this Bristol charter and regularly attend events to share best practice and learn from others across Bristol. We recognise and support the work of Bristol businesses to create workplaces that are gender equal.

As a people centric business, we seek feedback from our teams via our twice-yearly ISay survey. Our most recent survey had a 92% completion rate and an engagement score of 88.4%, which really demonstrates the team spirit and collaboration across our business. We have recently been recognised as a three-star accredited business by the Sunday Times Best Companies, which is awarded for displaying extraordinary levels of engagement.

Combined with our progressive gender pay results, we truly are a great place to work.

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



Charley Maher
Managing Director, Pelican Business Services