

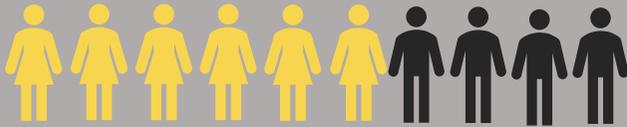


Gender Pay Gap Report 2021

Introduction

Our team

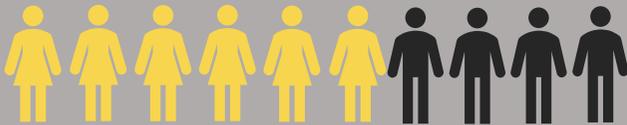
Over 60% of our workforce is female



60.3% female

39.7% male

Our leadership team are 58% female



57.7% female

42.3% male

Our senior leadership team are 50% female



50% female

50% male

Pelican Business Services provide leading-edge customer services by empowering our people to recognise the needs of our customers. We are committed to ensuring that the communities we serve are reflected in the diversity of our teams, to enable trust, confidence and understanding in the way in which we handle billing, collections and customer relations.

Our values of expert, trusted, engaging and helpful are embodied in our people and the way in which we operate. This ensures we provide an open and inclusive culture where our people feel welcome, supported and included, regardless of characteristics.

The challenges of the pandemic have given us new ways in which to embrace diversity in the way we attract, recruit, develop and retain our people, ensuring a fair and inclusive workplace that values the contribution of all our team members, irrespective of gender.

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



Charley Maher, Managing Director, Pelican Business Services

Gender pay gap

The gender pay gap identifies the difference in hourly pay for men and women employed by Pelican in April 2021 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.

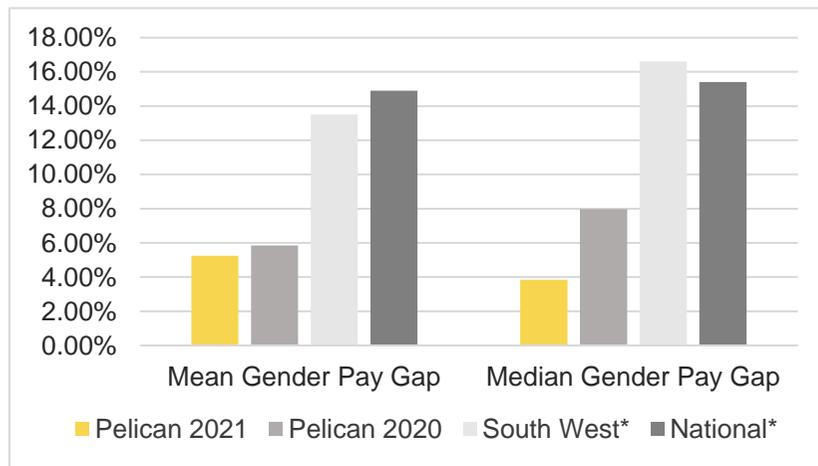
The **mean** gender pay gap for 2021 is **5.25%**, compared to 5.84% in 2020.



The **median** gender pay gap for 2021 is **3.84%**, compared to 7.98% in 2021.



Gender pay gap comparisons



*Office for National Statistics: Annual Survey of Hours and Earnings 2021

Pay Distribution

Reviewing 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. 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, with the third quartile demonstrating the number of women in leadership positions.

PAY QUANTILES	
77.6%	First Quartile 22.4%
51.8%	Second Quartile 48.2%
62.4%	Third Quartile 37.6%
49.4%	Fourth Quartile 50.6%



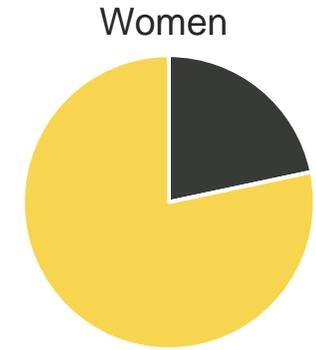
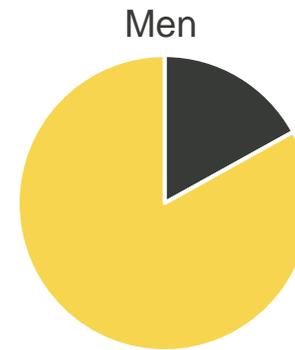
Gender bonus gap

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 2021. Over eighty percent of team members received a bonus to recognise their hard work and dedication during this time.

The **mean** gender bonus gap for 2021 is **4.13%**, compared to 8.34% in 2020.



The **median** gender bonus gap for 2021 is **26.00%**, compared to 30.01% in 2020.



Bonuses were paid to 83% of men and 78% of women

Our 2021 results

We are delighted to see the year-on-year improvement in our gender pay figures, demonstrating that our approach to reward and recognition ensures everyone's contributions are recognised.

Our gender pay gap results compare very favourably with the UK and South West averages, and show that male team members earn £0.70 per hour more than female team members based on the median average, a reduction from £0.91 in 2020.

The gender bonus gap has also continued to reduce, with the median gender bonus gap reflecting the monthly performance bonuses received by our predominantly male meter reading team.

Our progress

Attraction

- We continue to look for ways to be **innovative** in the way in which we **attract** the most diverse talent to Pelican. We are delighted that 62% of our recent applicants are female.
- Our female meter readers participated in a **workshop** to gain **feedback** on how to encourage more female applicants for our meter reading team. Following this, we created a **video** of one of our female meter readers in action, to share during our next recruitment drive to publicise the inclusive nature of our opportunities and **showcase women in roles historically filled by men**.
- We completed **gender composition analysis** of every department and level of management, to identify areas where we can **improve our gender diversity**. Having this level of analysis allows us to monitor the success of our gender equality actions and highlight areas where we need to promote opportunities for women in the future.

Development

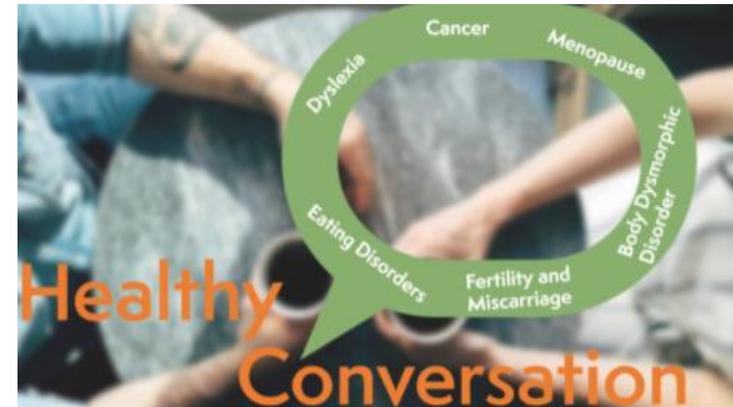
- Our in-house **management development** programme for new line managers had a 73% female attendance rate
- Our **aspiring leaders workshop** had an 83% female attendance rate. Since its launch in 2016, 21 female attendees of our Aspiring Leaders programme have gone on to progress further in the company.
- Our **mentoring initiative**, IMentor, was relaunched with 53% of available mentors being female.
- We have continued as a founding member of **Women in Business**, working with other local businesses to promote, share and support best practise in creating workplaces that are gender equal.



Our progress

Engagement

- Our focus on **'Healthy Conversations'** continued, where we work together to break the taboo of discussing perceived 'difficult' topics related to our bodies, our health and our wellbeing, bringing together people who have experienced similar difficult or challenging times.
- We championed **International Women's Day**, sharing experiences and advice on how to challenge inequality. Our senior leaders all took pledges to **improve gender equality** and we recognised inspirational women across our business.
- Our **working parents network** continued to thrive, evolving with the challenges of the pandemic to move to remote 'coffee sessions', where team members could share their successes and challenges of combining working and home-schooling.



Our progress

Retention

- Our approach to **flexible working** has continued with a reason neutral approach, with requests being accepted by default.
- We have expanded our team of **mental health first aiders**, with 64% being women.
- We have implemented **two weeks of paid leave** for all parents, male and female, who experience a pregnancy loss, stillbirth or the death of a child.
- Our proactive and agile response to the pandemic resulted in a very **high retention rate** among existing team members and an overall **employee engagement** score of 92.4%.

Our future plans

All our leaders will receive **culture, inclusion and diversity training**, ensuring they are equipped to promote inclusive ways of working.

We will continue to invest in our people networks, improving access for all team members **#EveryoneBelongs**

We are excited by our partnership with **Women's Work Lab**, supporting women back into the workplace.

Our membership of Bristol's **Women in Business** charter will give us ongoing opportunities to share and develop ways in which to support and promote women in the workplace.

We will continue to review our approach to recruitment, ensuring our advertising and selection processes are inclusive and **free of gender bias**.

We are delighted to promote **job sharing** in our recruitment adverts as part of our flexible working offering.

Our approach to **gender equality** and our recognition of the value of diversity will remain central to our success as a great place to work.