

Gender Pay Gap Report

Introduction

All private sector organisations are required to publish information about their gender pay gap by 4th April 2018. The information provided within this report is as at 5th April 2017, known as the snapshot date.

The gender pay gap is the difference between the average earnings of men and women (excluding overtime), expressed relative to men's earnings.

As part of the mandatory reporting process, employers are required to publish:

- mean gender pay gap in hourly pay
- median gender pay gap in hourly pay
- mean bonus gender pay gap
- median bonus gender pay gap
- proportion of males and females receiving a bonus payment
- proportion of males and females in each pay quartile

What do we mean by Mean and Median?

<p>Mean The difference between the average of men's and women's pay</p>
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<p>Median The difference between the midpoints in the ranges of men's and women's pay</p>
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About us

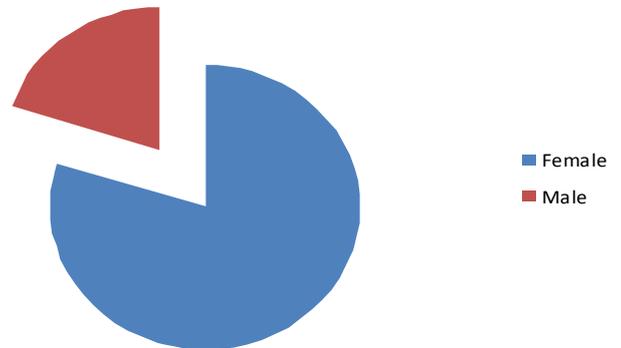
GS Plus is a wholly owned company of the Royal Borough of Greenwich. The company is independently managed and limited by guarantee. It was formed in November 2009 and commenced trading in February 2010. It mainly delivers a number of front line services back to the Royal Borough of Greenwich and has been successfully trading for the past 8 years.

Services and products provided include cleaning, catering, transport services, fleet management, facilities management, IT support services in schools, community meals, cash collections and a courier service.

Our Workforce

As at 5th April 2017 GS Plus had 918 employees, 78% of these being female and 22% male.

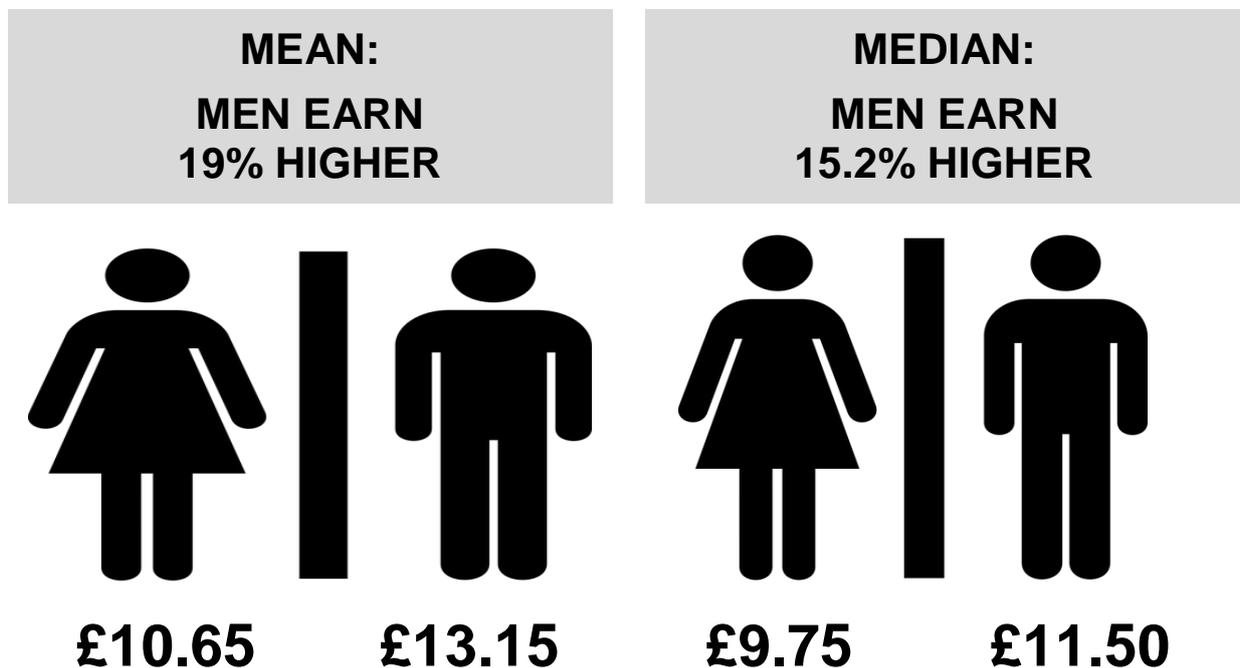
The largest proportion of our workforce is made up of front line employees, the vast majority of whom identify as female. This is particularly evident in our largest departments of School Catering and Cleaning that offer term time contracts and working hours based around the school day.



Gender Pay Gap

The gender pay gap is affected by the workforce composition and distribution within GS Plus. A majority of the workforce comprises of front line roles with the largest proportion in this group being female employees. Conversely, the top three senior manager roles at the time of reporting were occupied by male employees. This is a key attributor of the mean gender pay gap being 19.0%. The median figure shows a pay gap of 15.2% between female and male employees.

Base Salary:



National Average:
Men are paid 9.1% **more** than women¹

¹ Office for National Statistics (2017) 'Annual Survey of Hours and Earnings'

Bonus gap:

**MEAN:
MEN EARN
40.1% HIGHER**

**MEDIAN:
MEN EARN
4.3% HIGHER**

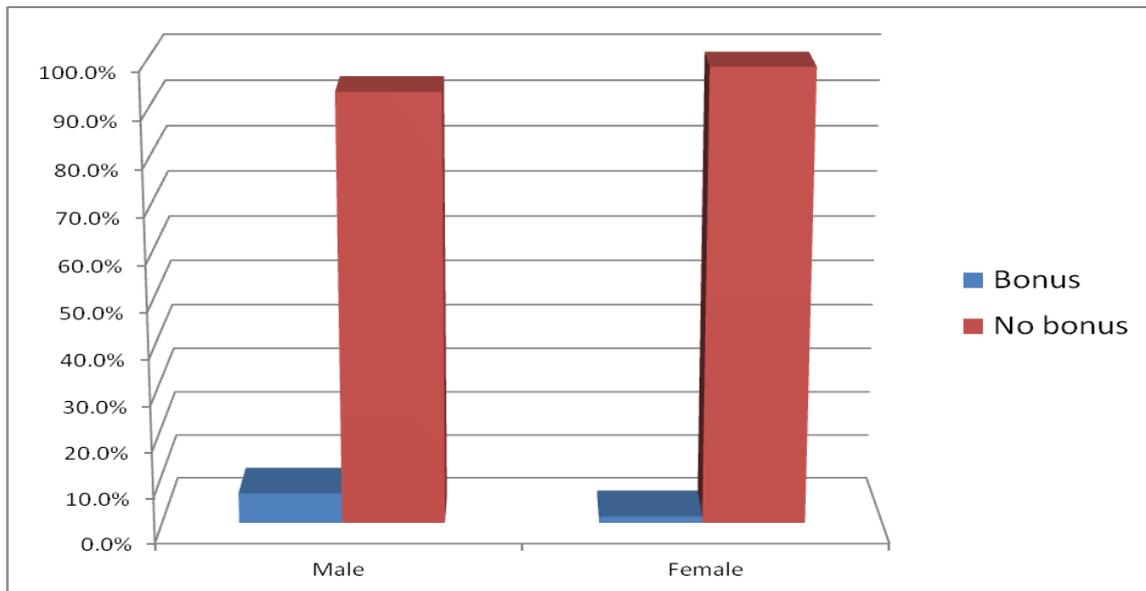


£316.67 £528.30



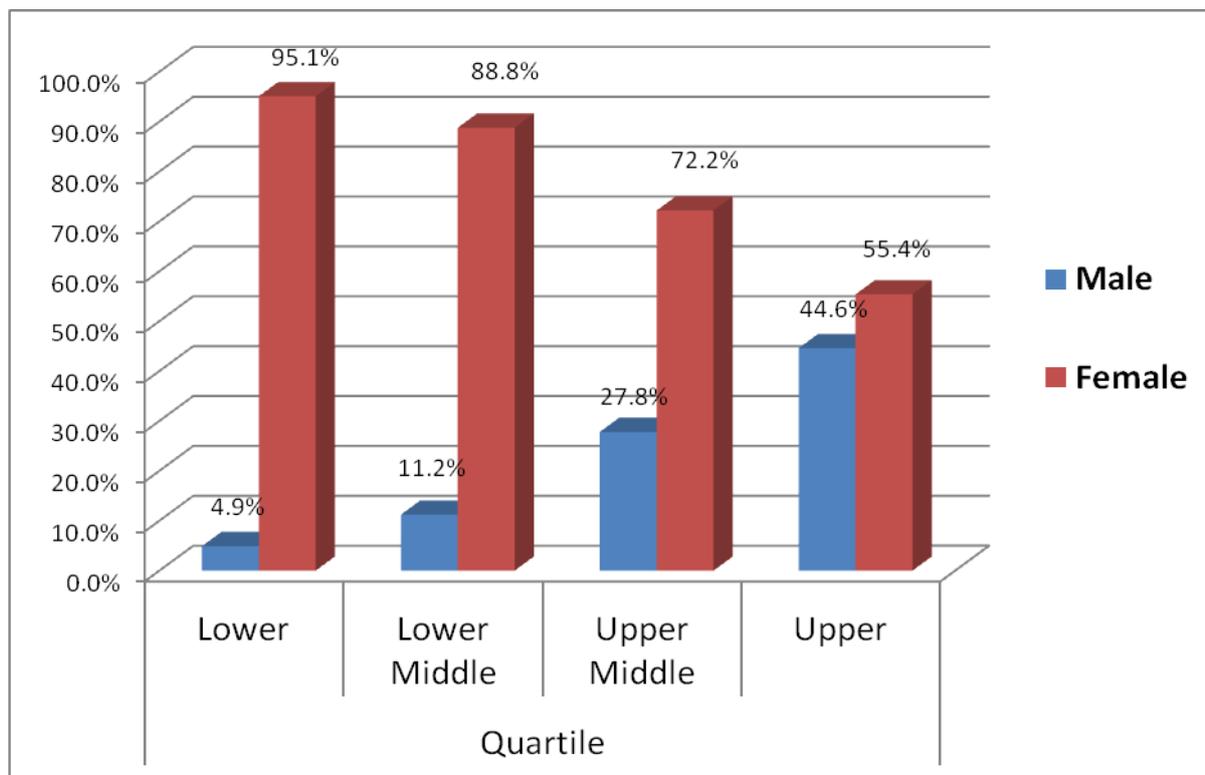
£425.00 £444.23

Proportion of Men and Women Receiving Bonus Pay



The data shows a significant difference in the percentage of women and men who are paid a bonus. The data on bonus gender pay gap is not reliable due to the very small numbers in receipt of a bonus.

Proportion of Male and Female by Quartile Pay Band



Dividing employees into quartiles based on their hourly pay, women are strongly overrepresented in the bottom two quartiles, compared to their share of the overall workforce i.e. 78%.

Men are strongly overrepresented in the upper quartiles, compared to the overall workforce i.e. 22%. Thus women are very under-represented in the upper quartile accounting for 44.6%, which is well below their 78% share of the overall workforce.

Please see Appendix 1 for an overview of these figures.

Other comments and / or key points

As a London Living Wage (LLW) employer our rates of pay for both men and women, in the majority of our services i.e. clerical, catering, cleaning and security are above the typical industry / market rates.

At the time of writing this report the Senior Management Team of GS Plus is split 50/50 male/female and whilst gender equality at senior level is positive, this ratio is not reflective of the workforce at GS Plus as a whole, as demonstrated across the above quartiles.

GS Plus offers a range of flexible working arrangements (including job-sharing, flexi-time, term time working) with 637 of employees working part-time.



Equal Pay and Gender Pay Gap

Within GS Plus we use factor-based job evaluation schemes to evaluate roles, ensuring that jobs of equal value are paid equally.

Under the law, men and women must receive equal pay for the same or broadly similar work; work rated as equivalent under a job evaluation scheme; or work of equal value.

GS Plus uses a factor-based job evaluation scheme to evaluate roles, ensuring that jobs of equal value are paid equally, regardless of their sex or any other protected characteristic (such as ethnicity, disability etc.).

As such, we are confident that our gender pay gap does not stem from paying men and women differently for the same or equivalent work. The difference in average pay is the result of the different types of roles and professions that men and women undertake within GS Plus and the salaries that these job roles attract.

What does GS Plus have in place now?

Standard setting

- Equality Policy and Rules of Conduct.
- Policies on Pay and Benefits.

Recruitment, retaining and developing a diverse workforce

- Fair & Transparent processes / policies and guidance related to recruitment.
- Carry out non-discriminatory job descriptions and analytical job evaluation.
- Factor based Job Evaluation Scheme with GLPC Guidance and trained panels/assessors to determine the value of work.

Performance management

- All employees receive a performance management review once every 12 months. This review discusses what support and development can be provided to all employees.
- Monitor the implementation of the performance management processes, identify areas of risk and develop training programmes to ensure appraisals are conducted fairly.

Learning and development

- Provide a wide range of occupational training and development to support employees.

Family friendly

- Full set of policies and procedures to support family friendly working i.e. Job Share and leave for family reasons e.g. Adoption, Maternity, Paternity.
- A large number of roles within the organisation are suitable for flexible working e.g. part-time catering / cleaning assistants in schools.

What more is GS Plus going to do to address our equal pay gap?

GS Plus is committed to tackling discrimination and promoting equality of opportunity. Our commitment applies to all areas of our work, including ensuring that our workforce is treated fairly and equitably.

The results from this pay gap analysis will enable us to continue to monitor and assess:

- Levels of pay equality in our workplace;
- Level of bonus equality in our workplace;
- The balance of men and women at different levels;
- How effectively talent is being maximised and rewarded;

This will ensure that we continue to minimise the gender pay gap within GS Plus, both for the whole organisation and at different levels / quartiles.

It is recognised that some of the reasons for the gender pay gap are out of the organisations direct control. For example, nationally more women choose occupations that offer greater flexibility but less financial reward / salary. GS Plus will seek to promote equality of opportunity to all occupations equally and continuously develop its workforce.

Further, we will implement or consider the following proactive strategies:

Setting the standard

- Appointment of a gender champion to drive forward change.
- Review of the bonus process and systems within the organisation.

Recruitment, retaining and developing a diverse workforce

- Ensure a gender balance on appointment panels.

Progression and Career Paths

- Explore the use of the Apprenticeship Levy fund for leadership development programmes to encourage the career progression of female employees.
- Provide access to mentoring, shadowing and coaching to encourage and promote progression into senior roles.

- Consider career break returner programmes supporting employees after career breaks to boost skills offering paid placements between six weeks to six months including learning and development opportunities. The returner programmes are open for both genders but are expected to help women who have taken time out to bring up children or for other caring responsibilities.

Performance management

- Develop training programmes to ensure appraisals are conducted fairly.

Learning and development

- Extend and support learning and development on equality training and diversity; focusing on occupational segregation and unconscious bias training, diversity and equality courses, LGBT and disability confidence.

Family friendly

- Ensure that managers explore modern working practices that can offer employees greater flexibility, for example: home working, job-sharing and part-time employment.
- Facilitate, encourage and support shared parental leave and focus on outcomes rather than the time spent in the office.

The above proposed proactive strategies have been captured and incorporated within the Equal Pay Action Plan on the following page.

Equal Pay Action Plan

Action / Area	Details	Timeframe
Appointment of a gender champion from within the Senior Management Team (SMT).	Discuss at SMT.	April / May 2018.
Review the approach and policies related to Bonuses.	Discuss at Board level.	April / May 2018.
Ensure a gender balance on appointment panels.	Review the policies and embed within the managers training to be rolled out in 2018.	March – December 2018.
Consider moving to a 'flexible by default approach' to all recruitment.	Discuss at SMT.	April / May 2018.
Review all Human Resources policies, procedures and documentation to embed equality and diversity.	Human Resources lead.	March – September 2018.
Develop a managers training programme to support the changes to Human Resources policies, procedures etc., embed the commitments outlined above.	Human Resources lead.	June – December 2018.
Monitor the outcome of the performance management process.	Human Resources lead.	Ongoing.
Monitor the number of flexible working applications in the next 12 months.	Human Resources lead.	April 2018 - March 2019.
Review the ways in which the Apprenticeship Levy can be used for development.	Human Resources and SMT.	March 2018 – March 2019.
Consider implementation of a career break returner programme.	Discuss at SMT.	June-July 2018
Promote positive stories of flexible working.	Human Resources lead.	Ongoing.

Appendix 1 - Gender Pay Gap Data

Pay rates	Gender pay gap - the difference between women's pay and men's pay as a percentage of men's pay (minus % means women have higher pay, positive % means men have higher pay)			Gender pay gap - women's pay as a percentage of men's pay	Hourly rate of women	Hourly rate of men	Difference £
	Women	Men	Total				
Mean hourly rate (Male hrly rate - Female hrly rate) / Male hrly rate x 100	19%			81.0%	£10.65	£13.15	£2.50
Median hourly rate (as above calc but for median hourly rates)	15.2%			84.8%	£9.75	£11.50	£1.75
Pay Quartile Information				Workforce composition			
Pay quartiles	Women	Men	Total	Women headcount	Men headcount	Total headcount	
Proportion of women and men in the upper quartile (paid above the 75th percentile point)	55.4%	44.6%	100%	113	91	204	
Proportion of women and men in the upper middle quartile (paid above the median and at or below the 75th percentile point)	72.2%	27.8%	100%	148	57	205	
Proportion of women and men in the lower middle quartile (paid above the 25th percentile point and at or below the median)	88.8%	11.2%	100%	182	23	205	
Proportion of women and men in the lower quartile (paid below the 25th percentile point)	95.1%	4.9%	100%	194	10	204	

Bonus pay	Bonus Gender Pay Gap - the difference between women's bonus and men's bonus as a % of men's bonus	Bonus Gender Pay Gap - women's bonus as a % of men's bonus	Bonus pay of women	Bonus pay of men	Difference £
Mean bonus	40.1%	59.9%	£316.67	£528.30	£211.63
Median bonus	4.3%	95.7%	£425.00	£444.23	£19.23
Bonuses paid					
Women paid bonus as % of all women	5.4%				
Men paid bonus as % of all men	0.7%				