



Gender Pay Gap Report 2018

Summary

Any UK company employing more than 250 employees are required to publish their gender pay gap report. This report has been compiled using the HR and payroll data for both Flagship and RFT for the period 5 April 2018.

At Flagship Group, we know that our gender pay gap is not due to paying men and women differently for the same or equivalent work. Our gender pay gap is the result of the roles in which men and women tend to work and the salaries that those roles attract.

Flagship are delighted to see a reduction in both the Mean (average) and Median (middle) hourly pay gaps in 2018. They have seen a decrease in the Mean from 25.59% (in 2017) to 20.9% with the Median 18.35% (in 2017) to 16.24%.

RFT has remained similar in Mean (average) hourly pay gap from 10.39% to 11.4% and has seen an increase from 12.94% to 24% in the Median (middle) hourly pay gap.

In addition to our 2017 commitments to address the gender pay gap, both Flagship and RFT have agreed further actions to encourage more women into our industry, and to provide specific support to develop women further in their careers.

Both Flagship and RFT will continue to understand the reasons for the gender pay gap and remain committed to creating actions designed to influence a positive change in our gender pay gap.



What does our data show?

Workforce Profile

Flagship

RFT

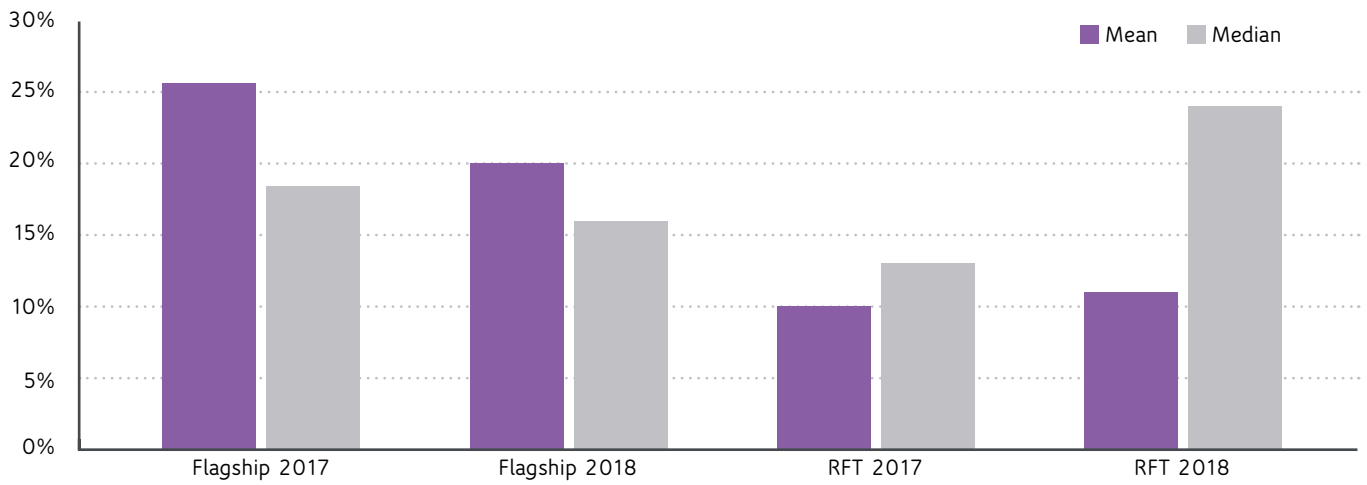


Gender pay gap in Flagship Group

Difference in average pay between men and women 2018

	Mean (average) hourly pay gap	Median (middle) hourly pay gap
Flagship	20.9%	16.24%
RFT	11.4%	24%

Gender pay gap comparison 17/18



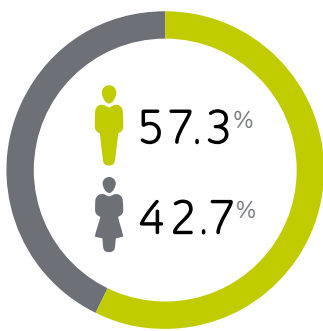
Gender distribution

In line with the gender pay gap reporting we are required to report what we pay men and women by quartiles. The quartiles are determined by dividing the salaries paid to men and women into four quartiles, ranging from Lower quartile, Lower middle, Upper middle and Upper quartile and then identifying the number of men and women in each quartile.

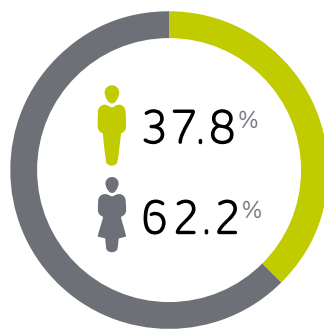
These pay quartiles do not indicate a pay equity issue; it shows how many men and women are in each of the four pay quartiles.

Flagship - Total % of men and women in each quartile

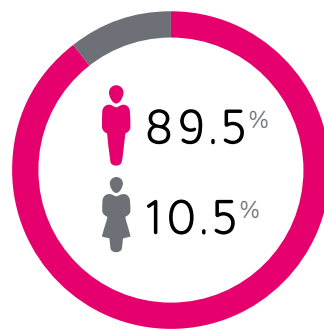
RFT - Total % of men and women in each quartile



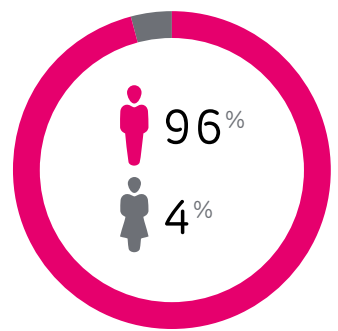
Upper



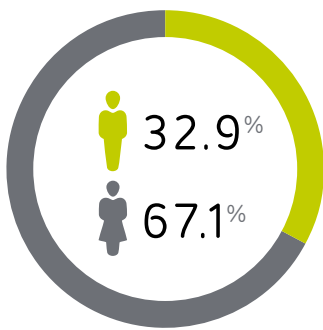
Upper Middle



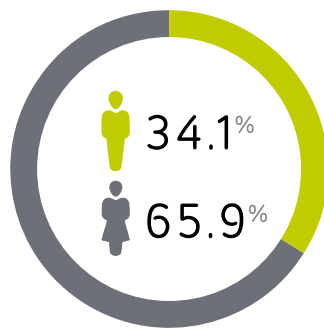
Upper



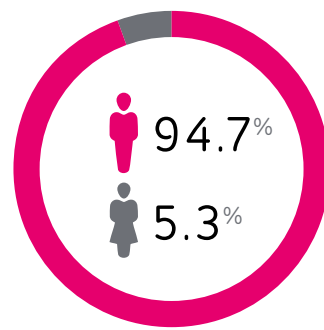
Upper Middle



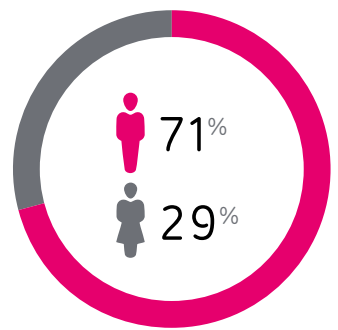
Lower Middle



Lower



Lower Middle



Lower



Reasons for the change in our pay gap

To eradicate a gender pay gap, would require an equal balance of men and women in each of the four pay quartiles in RFT and Flagship.

Despite the imbalance of men and women in the quartiles we know that both men and women can progress and develop their careers in either RFT or Flagship.

Flagship has seen an increase in the number of females in the Upper quartile (highest pay band) from 28 to 35 and seen an increase in the number of women in the Lower middle pay quartile from 47 in 2017 to 55.

In 2017 RFT employed a total of 39 women which reduced slightly in April 2018 (the point the data was taken from) to 37. In 2017 (in RFT) women occupied 8 of the lower middle quartiles (lower middle pay band) in comparison to 4 in April 2018. Due to the ratio of men to women in RFT, these slight changes contributed to the impact to the Median pay.

Our continued commitments to reduce the gender pay gap

- 1 Use the Living Wage Foundation as the minimum base pay for employees, regardless of gender.
- 2 Reward, Recognition, Promotion and Career Development is based on individual contribution and outputs and is considered as part of the Talent Management Process with employees.
- 3 Ask employees what other benefits they would like to have available whilst working with us.
- 4 Continue to have 'family friendly' policies, including Flexible Working Arrangements available to all employees.
- 5 Actively encourage men and women to reach their potential by setting them achievable and meaningful objectives within their individual personal objectives and development plans (PODP's).
- 6 Use gender-neutral job evaluation tools to ensure salaries are defined and assessed by responsibility and comparative to roles in other disciplines.
- 7 Use training and development solutions to reduce any skill gaps with individuals and roles, regardless of gender.
- 8 Recruitment materials and campaigns will continue to reflect gender neutrality to promote careers across Flagship Group.
- 9 Monitor the progression of both men and women within the organisation through our talent management framework.

What else are Flagship and RFT doing to make a difference to our Gender Pay Gap?

- Launch of Females in Leadership; the introduction of a mentoring programme aimed at women to further support their career development.
- Recruitment campaigns to include job sharing and flexible working opportunities to support working mothers, or mothers who wish to return to work.
- Further develop our partnerships with local schools within the Eastern region to enable us to engage equally with men and women; to address social mobility issues (providing men and women with equal access to our brand and career opportunities).



Lisa Collen

Director (People), on behalf of Flagship Operational Board