



Gender Pay Gap Report 2017

What is a gender pay gap?

It's the difference between the average earnings of men and women, regardless of their role or seniority.

The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 state that employers with at least 250 employees are required to publish metrics on pay gaps within each organisation from 1 April 2017. We will report Flagship and RFT data separately as two legal entities. There is no requirement to report Gasway figures this year, due to its employee numbers.

The regulations require employers to report annually, and within 12 months using April payroll data. Flagship and RFT do not currently pay bonus payments so will only report mean and medium gender pay gaps and quartile bands.

Gender pay

Most organisations in the UK have a gender pay gap. Flagship Group is confident that its 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 these roles attract.

What does our data show?

Workforce Profile

Flagship

RFT



120



185



272



39

Gender pay gap in Flagship Group

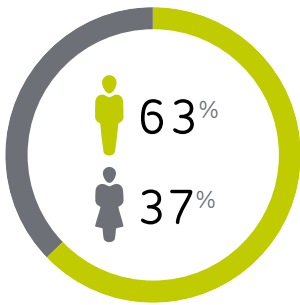
Difference between men and women

	Mean (average) hourly pay gap	Median (middle) hourly pay gap 2017
Flagship	25.59%	18.35%
RFT	10.39%	12.94%

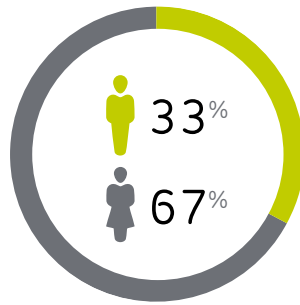
Gender distribution

Flagship – Total % of men and women in each quartile

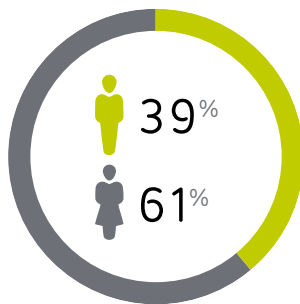
RFT – Total % of men and women in each quartile



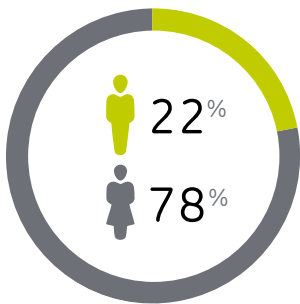
Upper



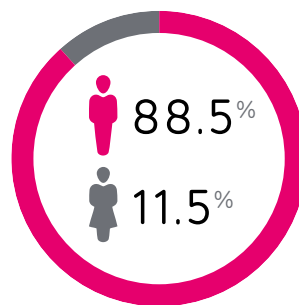
Upper Middle



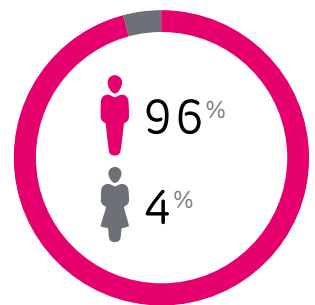
Lower Middle



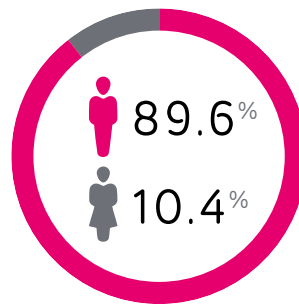
Lower



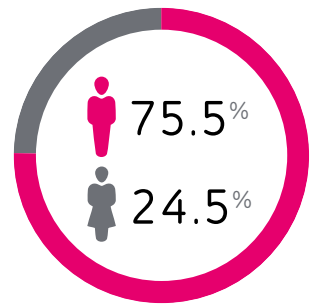
Upper



Upper Middle



Lower Middle



Lower

The above illustrates the gender distribution at Flagship and RFT within each pay quartile of the business

Flagship

The highest number of roles in Flagship are Housing Officers and Customer Managers. More women are employed in these roles than men and the average salaries for these roles are lower in comparison to other salaries in Flagship.

RFT

Out of 311 employees, 57% are employed in traditional trade roles, of which 98.4% are male. Trade roles, such as Electricians, Plumbers and Carpenters continue to be a more popular choice of profession for men.

What we will continue to do:

- 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.

Gender pay gap commitment

Flagship Group is committed to promoting gender equality and doing all we can as a group to positively influence any pay gaps. Gender pay will be included in our remuneration policy and reviewed periodically in line with gender pay gap reporting.



Lisa Collen

Director (People), on behalf of Flagship Operational Board