



Gender Pay Gap Report 2019


Summary

Any UK company with more than 250 employees is required to publish its gender pay gap report. This report has been compiled using the HR and payroll data for both Flagship and RFT as at 5 April 2019.

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 has seen an increase in both the Mean (average) and Median (middle) hourly pay gaps in 2019. The Mean has increased from 20.9% (in 2018) to 26.01% and the Median has increased from 16.24% in 2018 to 18.98%.

RFT has seen a decrease in both, with the Mean (average) hourly pay gap decreasing from 11.4%, in 2018 to 10.95%, and the Median (middle) hourly pay gap decreasing from 24% in 2018 to 14.17%.



“We know our gender pay gap is not due to paying men and women differently for the same or equivalent work.”

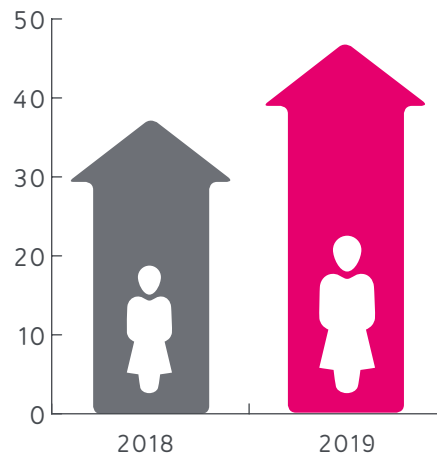
Reasons For the Change in Our Pay Gap

Following a successful partnership with Victory Housing Trust, Flagship welcomed 66 employees into its structure. This addition has seen a change in the total number of men and women across the pay quartiles, namely in the Upper quartile (the highest quartile) and the Lower Middle pay quartile. In 2018 there were 47 men and 35 women in the Upper quartile, this has increased to 60 men 39 women in 2019. The Lower Middle pay quartile in particular, saw an increase from 55 women to 74 in 2019.

RFT saw an increase in the total number of women employed, from 37 (in 2018) to 47 in 2019 and more women were employed in the Upper Middle and Lower Middle quartiles. These subtle changes have positively impacted the gender pay gap by reducing both the mean and median.

Despite the imbalance of men and women across the pay quartiles we know that both men and women can progress and develop their careers in either RFT or Flagship. We have learnt that any Group-wide changes within our structure can affect our gender pay gap and we remain confident that through our commitment to supporting and developing women we will see positive changes to reduce our gender pay gap.

RFT - growth in number of women employed



“Our commitments to support and develop our women have seen positive changes in both RFT and Flagship.”

What Does Our Data Show?

Workforce Profile

Flagship

RFT



234



162



47



272

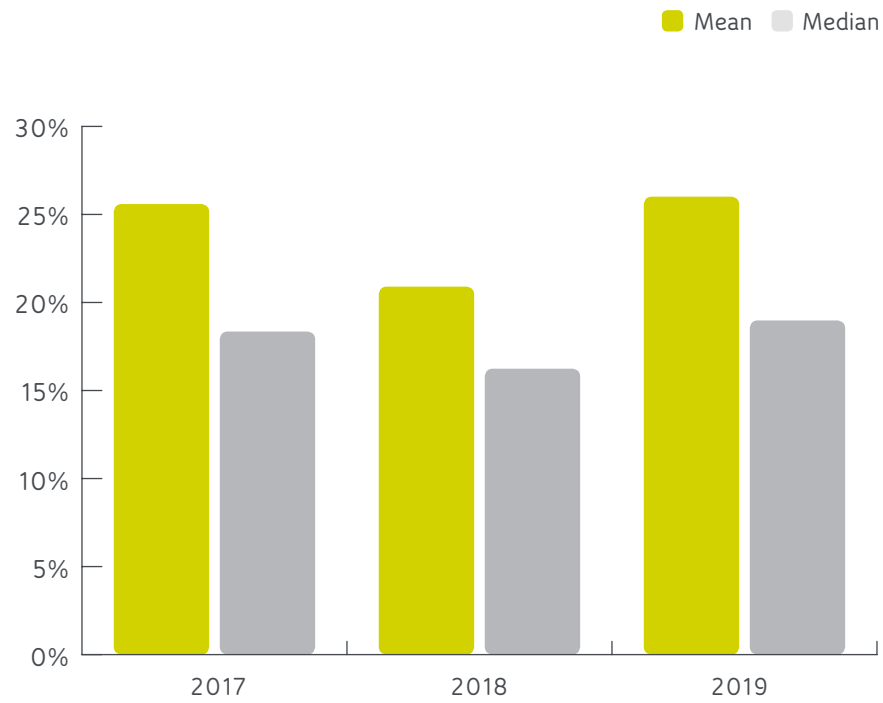
Gender Pay Gap in Flagship Group

Difference in Average Pay Between Men and Women 2019

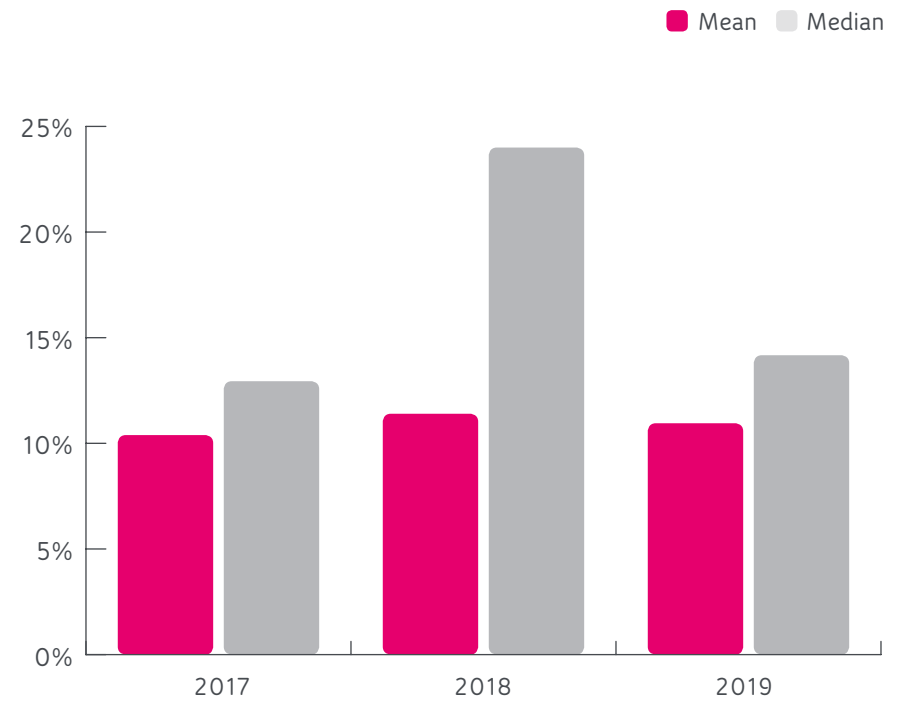
	Mean (average) hourly pay gap	Median (middle) hourly pay gap
Flagship	26.01%	18.98%
RFT	10.95%	14.17%

Gender Pay Gap Comparison Over the Last 3 Years

Flagship



RFT

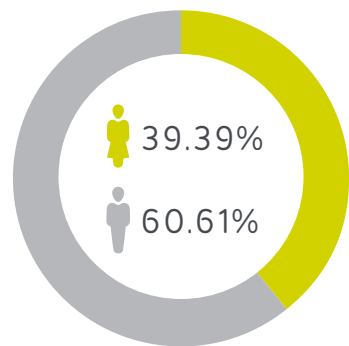


Gender Distribution

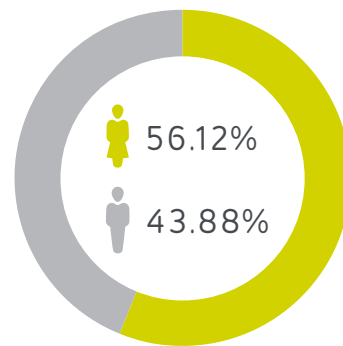
In line with the gender pay gap reporting guidance we are required to report what we pay men and women by quartiles. The quartiles are determined by dividing the salaries paid to men and women into four quartiles, ranging from Lower Quartile, Lower Middle, Upper Middle and Upper Quartile and then identifying the number of men and women in each quartile. These pay quartiles do not indicate a pay equity issue; they demonstrate how many men and women fall within each of the four quartiles.

Flagship - Total % of men and women in each quartile

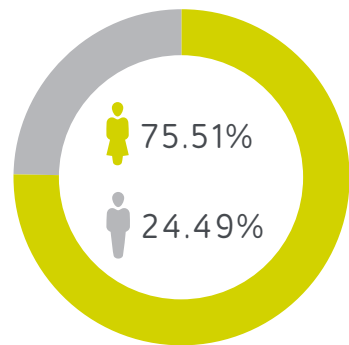
RFT - Total % of men and women in each quartile



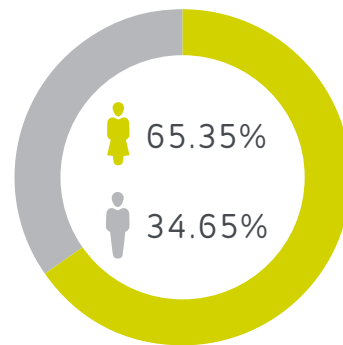
Upper



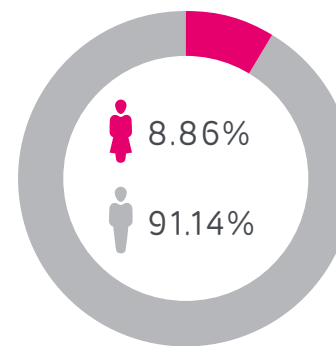
Upper middle



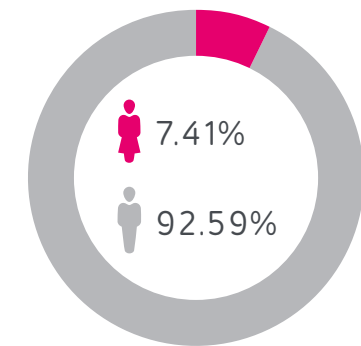
Lower middle



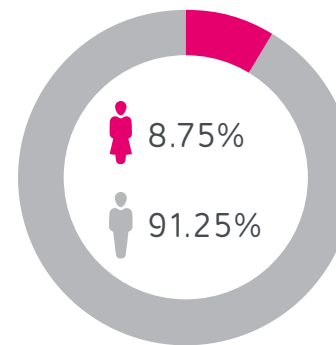
Lower



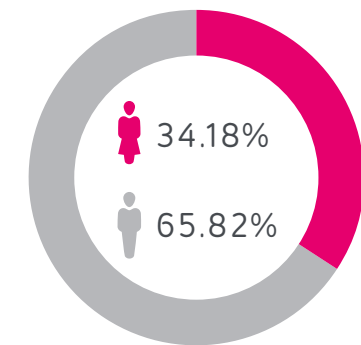
Upper



Upper middle



Lower middle



Lower

Our Gender Pay Gap (GPG) Action Plan

- 1 Use the **real Living Wage**, as set by the **Living Wage Foundation**, as the minimum base pay for employees, regardless of gender.
- 2 Those joining our business under **TUPE (Transfer of Undertakings Protection of Employment)** regulations will be paid at least the **Real Living Wage**, as set by the **Real Living Wage Foundation**.
- 3 **Reward, Recognition, Promotion and Career Development** is based on individual contribution and outputs and is considered as part of our **Talent Management Process** with employees.
- 4 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)**.
- 5 Monitor the progression of both men and women within the organisation through our talent management framework.
- 6 Use training and development solutions to reduce any skills gaps with individuals and roles, regardless of gender.
- 7 Launch of **Women in Leadership Scheme**; the introduction of a mentoring programme aimed at women to further support their career development.
- 8 Use gender-neutral job evaluation tools to ensure salaries are defined and assessed by responsibility and both internal and external comparisons to roles of a similar discipline.
- 9 Recruitment materials and campaigns will continue to reflect gender neutrality to promote careers across Flagship Group.
- 10 Recruitment campaigns for all roles, including senior positions, to include job sharing and flexible working opportunities to support working mothers, or mothers who wish to return to work.
- 11 Launch of a **Returners Programme**; roles advertised specifically to support women back into work following time spent out of their career raising/supporting families.
- 12 We have **enhanced** our maternity and parental provisions to support parents whilst they are on maternity/paternity/adoption leave.

13 We have introduced **Carers Leave**, providing paid leave for our employees with caring responsibilities.

17 Delivery of unconscious bias training; to further support gender neutral decision making in our hiring, promotion and succession planning activities.

14 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).

18 To monitor our gender pay gap quarterly to track our changes periodically throughout the year to provide an insight as to the impact of our commitments.

15 **Female Trade Apprenticeship** campaign; to specifically encourage more females into trade roles.

19 Ask employees what other benefits they would like to have available whilst working with us.

16 Review of the **Equality, Diversity and Inclusion Policy** accompanied by an action plan to include initiatives which will further support an inclusive non-gender culture.



Lisa Collen

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Director (People & Workplaces), on behalf of Flagship Operational Board