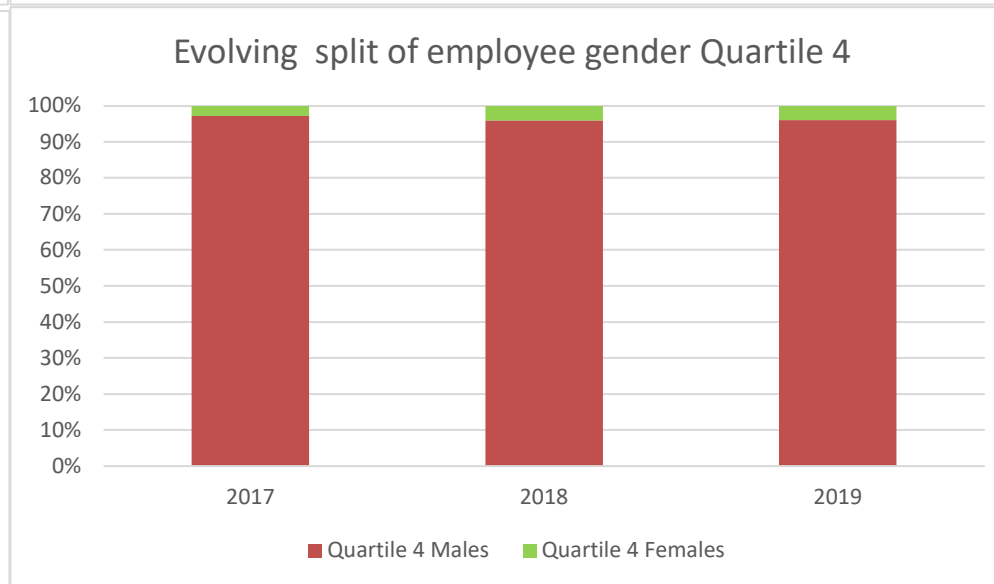
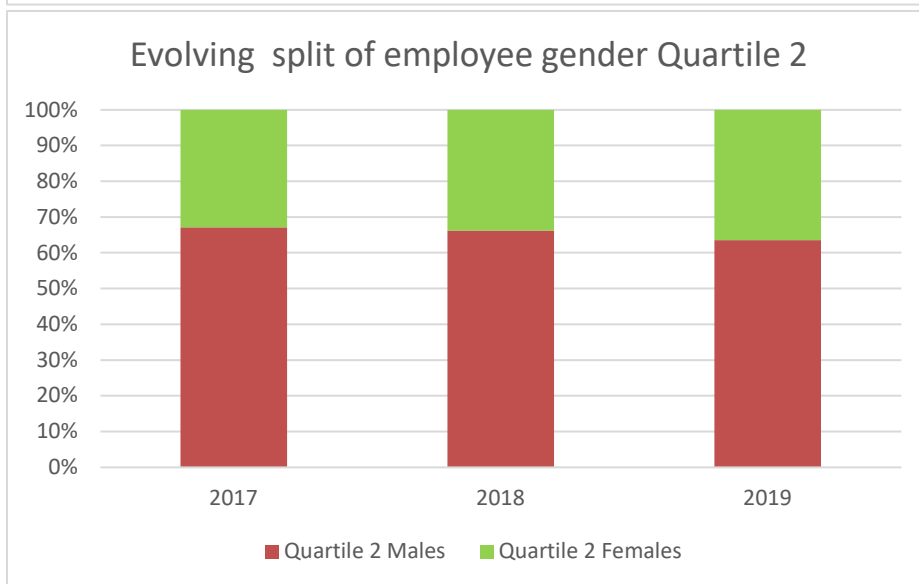
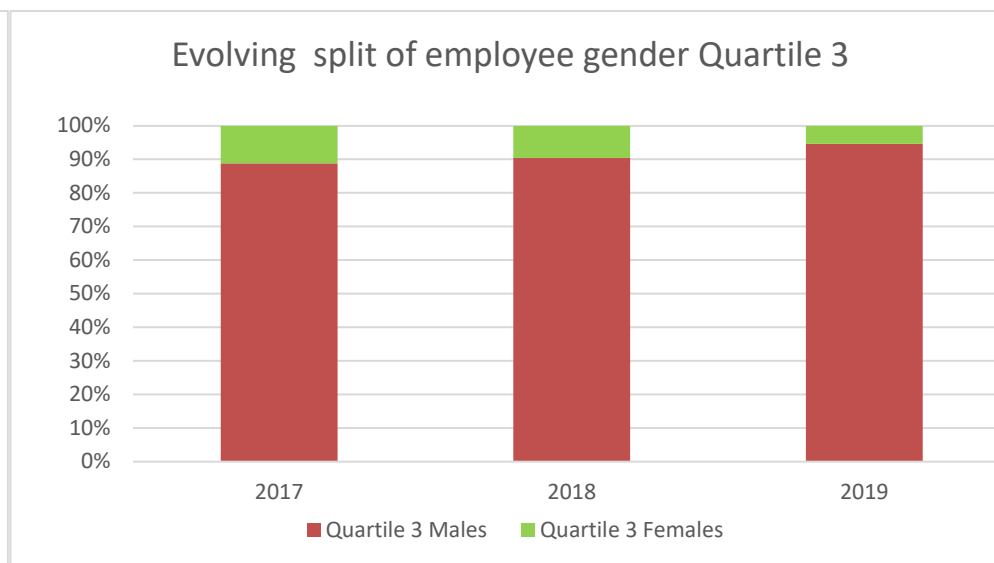
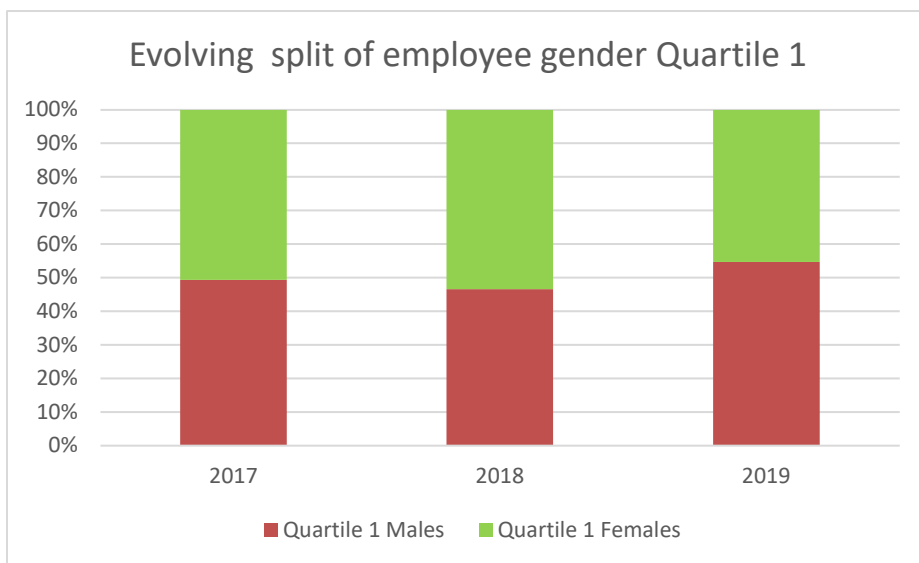


Understanding our gender pay gap - April 2019 data.

In this third year of reporting, we have switched to charts that show the progression of our gender pay gaps year on year. The challenges remain the same as for the two previous years and their more detailed narrative can be seen under the 2017 and 2018 links.



Director's comments

		%
Quartile 1	Males	55%
	Females	45%
Quartile 2	Males	64%
	Females	36%
Quartile 3	Males	95%
	Females	5%
Quartile 4	Males	96%
	Females	4%
Mean gender pay gap		26%
Median gender pay gap		36%
Proportion receiving a bonus	Males	100%
	Females	100%
Mean bonus gender pay gap		37%
Median bonus gender pay gap		32%

In the year to April 2019 we have increased the workforce by about 3%. The increase has been spread across the quartiles and the nett impact has been a 2% reduction in both mean and median gender pay gaps.

This improvement is encouraging. There are a number of reasons behind it, but the picture is mixed:

1. The number of males employed in Quartile 1 has exceeded the number of females for the first time in three years and this has an impact of suppressing male mean income.
2. Better news is that the gap has closed in quartile 2, with more females than males being recruited into this group of employees.
3. In the third quartile there was a swing towards more males, specifically engineering roles where we are still struggling to recruit experienced female engineers.
4. The 4th quartile had some temporary additional males which slightly skewed the results.

The bonus is calculated as a percentage of salary for all qualifying staff and so reflects the pay gap figures. Qualifying = 6 months service at point of annual bonus payment.

Human Resource's comments

The Government Equalities Office produced a document on reducing the gender pay gap and suggested actions for employers. We were pleased but at the same time disappointed as the majority of actions recommended, we already do and have done for a number of years.

Of the remaining actions, they are either not easily achievable or our business doesn't work in that way. For example:

- It is not possible to include multiple women in shortlists when by the nature of the industry, very few women, if any with the suitable skills apply.
- Our pay policy does not allow for salary negotiations as we pay the same market rate for both men and women.

On a positive note, we already:

- Use a skills-based assessment,
- Have a robust structured review process and transparency in the way we promote, develop and reward employees.
- Our candidate selection process always includes a female.
- We already encourage any male or female at any level to work flexibly whether it be part time, remote working or nonstandard hours.

Since the last gender pay gap analysis, we have been actively working with the Engineering Trust, our apprentice provider of which we are a stakeholder and founder member in developing the following ideas:

- To develop and deliver women in engineering road shows for schools utilising current female apprentices.
- To offer employer visits to interested female groups
- To create more promotional material for women in engineering.

We are also in the process of working with a local academy to promote careers at Norbar specifically allowing young people to see how our employees' careers have developed over a number of years. We are establishing 2-3 practical projects/exercises where we have invited the academy to visit but separating genders to see how each respond to the exercise. We hope that this will generate more interest in engineering for girls and we hope that generating this interest early on will encourage more females to apply for future jobs at Norbar.

We are also working with the Engineering Trust to part sponsor an event on 21 June in support of International Women in Engineering 2019. This will involve a female engineering speaker and written testimonials from past female apprentices to go on their website. Working with the Engineering Trust we hope to get some of these girls to become ambassadors to visit schools to promote engineering.