

SGN

2021/22 GENDER PAY GAP REPORTING & ANALYSIS

FEBRUARY 2022

ALASTAIR COLE | REWARD CONSULTANT

4.20%

26.30%

46.15%

13.40%

2.95%

INNECTO
REWARD CONSULTING

VERSION CONTROL

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VERSION	DATE	AUTHOR	CHANGE DESCRIPTION

OUR APPROACH PHASE IN SCOPE

FINDING THE HEADLINES

PHASE 1

The first part of the process is finding and understanding accurate figures. We run the numbers to get a broad outline overall profile against gender pay regulations.

Provide a comparison between year 3 headline figures against this year's analysis.

UNCOVERING THE RISK

PHASE 2

Further analysis of levels and role profiles will help you identify and resolve any risk and mitigate against legal claims.

LEADING THE WAY

PHASE 4

Build a straightforward narrative and action plan to ensure employees and internal and external stakeholders understand the pay position, and this demonstrates commitment to inclusion and fairness.

TAKING CONTROL

PHASE 3

Focus on practices to help ascertain what may be subtly driving male/female pay differences across all areas of the organisation, as distinct from the pay market and individual contribution. Includes a plan to reduce exposure.

FINDING THE HEADLINES

EXECUTIVE SUMMARY

The Gender Pay Gap has been carried out each year since 2017. 2021 pay gap analysis reveals a widening across SGN Group and the separate entities in both the mean and median. This is most apparent in Southern where the median pay gap was 1.3% in favour of females in 2017, compared to 7.7% in favour males in 2021. There is no discernible trend with regards to the bonus gender pay gap and this reflects the variable nature of bonus values from one year to the next. Comparing 2020 to 2021 only, a narrowing of the pay gap is apparent, except for Contracting where the median pay gap has widened by 3.1%, Scotland where the median pay gap has widened by 3.2% and Southern where the mean has widened by 1.5%.

The bonus pay gaps have widened in favour of females except for Contracting, where the mean has widened in favour of males but the median has narrowed in favour of females, and Southern where the median has narrowed in favour of females. Bonus pay gap figures have various influencing factors. One is that no recognition payments were received in the period 6th April 2020 and 5th April 2021 due to policy changes. These had previously accounted for two-thirds of all bonus payments within SGN Group with females in 2020 receiving the greater proportion of payments ranging from £20 to £490. In the absence of these, this has increased the median female bonus payment.

The consistent primary driver behind the pay gap is down to the distribution of gender throughout the organisation. Whilst SGN's workforce is made up of 82% males and 18% females, which is an increase of 1% in the number of females compared to last year, the Upper Middle Quartile has the lowest proportion of females across the organisation, with nearly two-thirds of the female employees being found in the Lower Pay Quartile. Conversely, Males have the highest proportion (27%) found in the Upper Middle Quartile. A moderate pay gap exists within the Lower Quartile at Group level, mean at 6.9% and median at 9.4%. However, this is offset by a 5.2% median pay gap in favour of females in the Upper Quartile. The higher ratio of females to males found in the Lower Quartile results in the median for females being significantly lower than the male median.

Within Group and Contracting the proportions of both males and females receiving bonuses are lower than in 2020 and this is primarily due to the absence of the recognition payments. The proportions of males and females receiving bonuses have remained at or close to 100% in Scotland and Southern due to Gainshare and Ops Bonus payments. In terms of the mean bonus pay gap, there has been an increase in the number and value of females earning the highest bonuses and due to the comparatively small number of females earning a bonus compared to men this has resulted in the mean pay gap in favour of females.

Comparing externally, in all cases, SGN's pay gaps are below the 2021 national figures of 14.9%, mean and 15.4%, median. Looking at the sector, which is recorded on the gov.uk site, as Electrical, Gas, Steam And Air Conditioning Supply, SGN's mean pay gaps, are below the published 24% and SGN's median pay gaps are above the sector-specific median of 10.9%, bar Southern, which is below at 7.7%.

FINDING THE HEADLINES

KEY FINDINGS

SGN GROUP HAS A(N):

- Mean gender pay gap of 10.7% (in favour of males). A decrease of 1% compared to 2020.
- Median gender pay gap of 15.6% (in favour of males). A decrease of 2.2% compared to 2020.
- Mean bonus gender pay gap of 51.6% (in favour of females). An increase of 96.1% compared to 2020.
- Median bonus gender pay gap of 475.5% (in favour of females). An increase of 557.1% compared to 2020.
- Female to male ratio of 18:82, which is a 1% increase in the proportion of females compared to 2020.
- Decreased proportion of males receiving a bonus from 53% in 2020 to 30% in 2021.
- Decreased proportion of females receiving a bonus from 64% in 2020 to 24% in 2021.
- Predominance of male employees in all four pay quartiles.
- The Lower Pay Quartile has the highest proportion of females (33%) followed by the Upper Pay Quartile (15%), which is the most aligned pay quartile in terms of the overall 18:82 gender split.

SGN CONTRACTING HAS A(N):

- Mean gender pay gap of 7.5% (in favour of males). A decrease of 0.7% compared to 2020.
- Median gender pay gap of 12.9% (in favour of males). An increase of 3.1% compared to 2020.
- Mean bonus gender pay gap of 20.2% (in favour of males). An increase of 9.8% compared to 2020.
- Median bonus gender pay gap of 11.2% (in favour of females). A decrease of 28.8% compared to 2020.
- Female to male ratio of 20:80, which is a 1% increase in the proportion of females compared to 2020.
- Decreased proportion of males receiving a bonus from 38% in 2020 to 10% in 2021.
- Decreased proportion of females receiving a bonus from 59% in 2020 to 13% in 2021.
- Predominance of male employees in all four pay quartiles.
- The Lower Pay Quartile has the highest proportion of females (34%) followed by the Upper Pay Quartile (18%) which is the most aligned pay quartile in terms of the overall 20:80 gender split.

FINDING THE HEADLINES

KEY FINDINGS

SCOTLAND GAS NETWORKS HAS A(N):

- Mean gender pay gap of 7.8% (in favour of males), a decrease of 1.4% compared to 2020.
- Median gender pay gap of 11.2% (in favour of males), an increase of 3.2% compared to 2020.
- Mean bonus gender pay gap of 300.2% (in favour of females), a decrease of 238.8% compared to 2020.
- Median bonus gender pay gap of 2.4% (in favour of females), an increase 2.4% compared to 2020.
- Female to male ratio of 9:91, which is the same as in 2020.
- Decreased proportion of males receiving a bonus from 100% in 2020 to 99% in 2021.
- Unchanged proportion of females receiving a bonus (100%).
- Predominance of male employees in all four pay quartiles.
- The Lower Pay Quartile has the highest proportion of females (16%) followed by the Upper Pay Quartile (10%), which is the most aligned to the overall 9:91 gender split.

SOUTHERN GAS NETWORKS HAS A(N):

- Mean gender pay gap of 1.0% (in favour of males), an increase of 1.5 % compared to 2020.
- Median gender pay gap of 7.7% (in favour of males), an decrease of 1.2% compared to 2020.
- Mean bonus gender pay gap of 563.2% (in favour of females), an increase of 428.2% compared to 2020.
- Median bonus gender pay gap of 0.2% (in favour of females), a decrease of 6.3% compared to 2020.
- Female to male ratio of 8:92, which is the same as in 2020.
- 100% of males received a bonus, which is the same as in 2020.
- 100% of females received a bonus, which is the same as in 2020.
- Predominance of male employees in all four pay quartiles.
- The Lower Pay Quartile and Lower Middle Pay Quartile pay quartile have the highest proportion of females with 12% each.
- The Upper Middle Pay Quartile has 98% males and 2% females while the Upper Pay Quartile is most aligned to the overall gender split with 94% males and 6% females.

FINDING THE HEADLINES RECOMMENDATIONS & CONSIDERATIONS

EQUAL PAY ANALYSIS/ JOB EVALUATION

The gender pay gap analysis has highlighted potential discrepancies in the pay of like work (male and female Network Assistants in Southern where there is a 7% pay gap) as well as pay gaps within the Lower and Upper pay quartiles across the group which may be indicative of pay discrepancies between work of equal value. There may be legitimate reasons for the pay gaps but without robust job evaluation and a detailed equal pay analysis by level and job title these may be difficult to defend.

DEEP DIVE ANALYSIS

The gender pay gaps at SGN are wider than in 2017 and although initiatives have been put in to increase its overall female headcount, the disproportionate gender distribution within the Upper Middle, Lower Middle and Lower quartiles may be indicative of unintentional bias in terms of recruitment, progression and ad hoc pay awards that could be contributing towards the gender pay gap. Are pay increases (both in the pay review cycle and out of it) and increases for promotion at the same level equal across the genders? Are performance ratings and eligibility for allowances and bonus schemes being applied without gender bias? Are roles traditionally the domain of a particular gender attracting more balanced candidate pools at all levels of the organisation? These are things you can change and influence which will, over time, close the gender pay gap.

GENDER PAY GAP ANALYSIS CYCLE

SGN may wish to consider moving the gender pay gap analysis to within the first quarter following the April snap shot date; many of our clients have done this recently and it allows measures to be put in place sooner before the next snap shot date which may help to close the pay gap quicker. For example if the analysis is completed in May immediately following the April pay reference period, SGN would have almost a year before the next reporting window; based on the current cycle any additional measures put in place based on the April 2021 report would not be captured in the data until April 2023 and the results of which would not be seen until early 2024.

SGN GROUP GENDER PAY GAP 2021/22 ANALYSIS



SGN GROUP HEADLINE DASHBOARD

YOUR GENDER PAY GAP

Headline figures comparing the basic hourly pay of all employees inclusive of cash payments and allowances

	MEAN	MEDIAN
YOUR GENDER PAY GAP	10.7%	15.6%
Change	-1.0%	-2.2%
2020 Gap	11.7%	17.8%
NATIONAL AVERAGE GAP *	14.9%	15.4%
Change	0.3%	-0.1%
2020 Gap	14.6%	15.5%
ELECTRICAL, GAS, STEAM AND AIR CONDITIONING SUPPLY SECTOR *	24.0%	10.9%
Change	11.0%	-2.5%
2020 Gap	13.0%	13.4%
YOUR GENDER BONUS PAY GAP	-51.6%	-475.5%
Change	-96.1%	-557.1%
2020 Gap	44.5%	81.6%

A minus indicates the gap is in favour of females

* Source ONS.gov.uk (Released 26 October 2021)

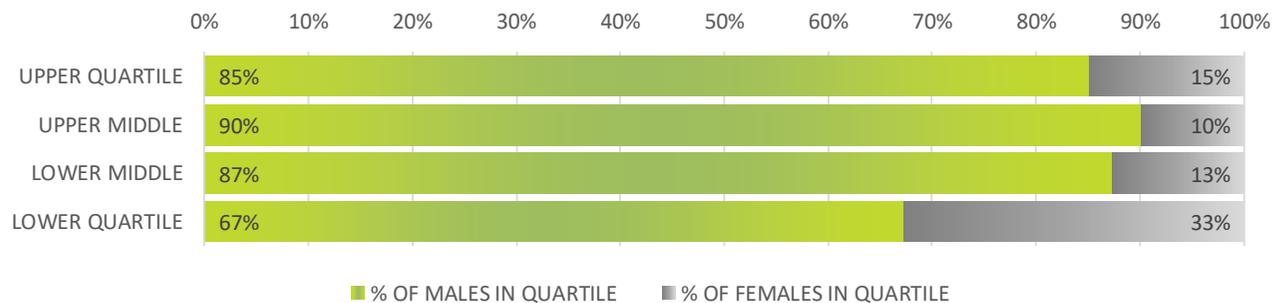
BONUS PAYMENTS

The proportion of men and women in receipt of a bonus



PAY QUANTILES

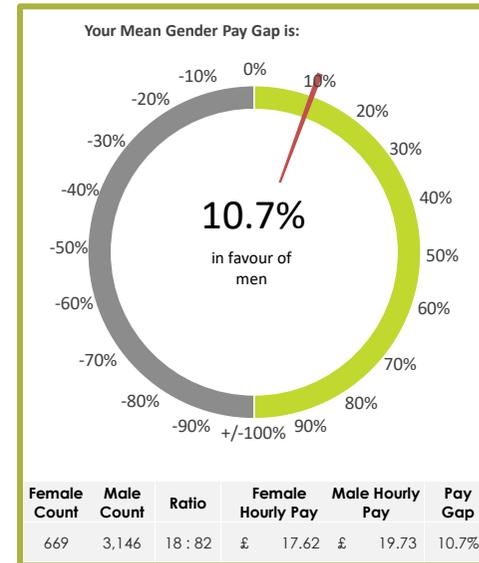
The proportion of male and female employees by quartile pay bands



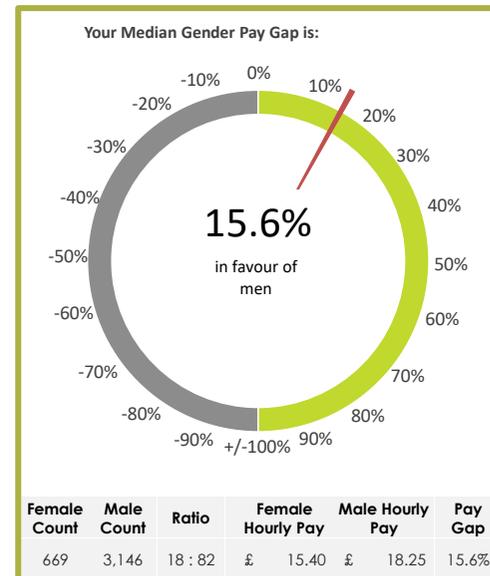
SGN GROUP GENDER PAY GAP - HEADLINES

- The mean headline gender pay gap for SGN Group in 2021 was 10.7% in favour of males which is a 1% decrease from the 11.7% gap in 2020. This was below the mean national gender pay gap figure of 14.9% (in favour of males) reported in April 2021 by the Office of National Statistics (ONS).
- SGN Group's median gender pay gap for 2021 was 15.6% in favour of males, which is a 2.2% decrease from the 17.8% gap in 2020. This was slightly above the median national gender pay gap figure of 15.4% (in favour of males) reported in April 2021 by the Office of National Statistics (ONS).
- There continues to be a predominance of male employees within SGN, particularly around the middle levels of the organisation and this is one of the key drivers for the median gender pay gap in favour of males. An example of this is the middle male employee, a Team Leader (Emergency) earned £18.25 per hour which included base pay, standby allowance, stagger payment and phone allowance. However, the middle female employee, a Team Manager (Administration) earned £15.40 per hour which included base pay only.

YOUR MEAN GENDER PAY GAP



YOUR MEDIAN GENDER PAY GAP



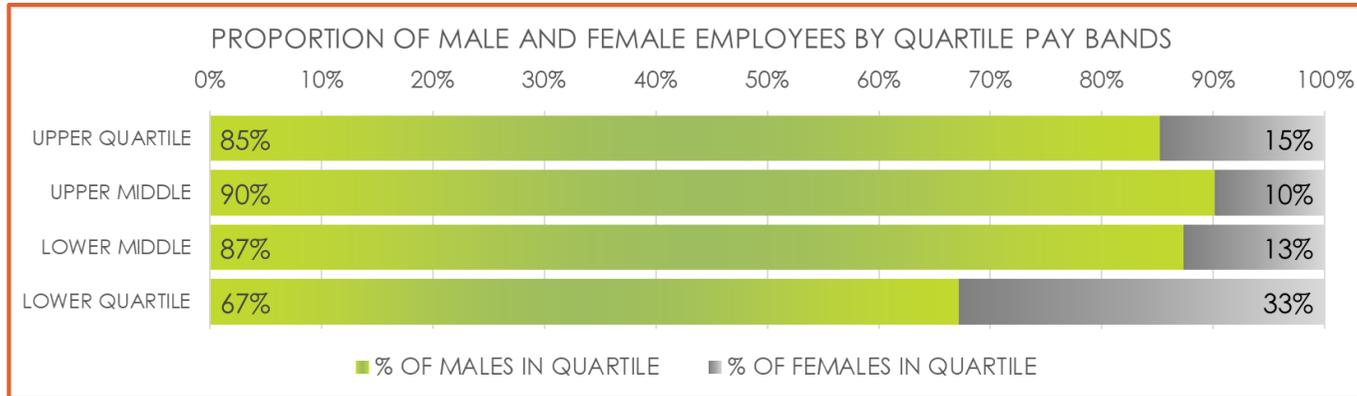
SGN Group is not legally required to publish this information however may voluntarily choose to do so on its own website.

The gender pay gap calculation compares the basic hourly pay of all employees inclusive of cash payments and allowances, allowing a direct comparison of part-time and full-time earners, paid in the relevant pay period.

The difference in the mean & median hourly rate of pay for male and female full-pay relevant employees.

SGN GROUP GENDER PAY GAP - QUARTILES

The distribution of males and females through the organisation is a primary driver for the gender pay gaps and in particular the concentration of female employees in the Lower Quartile.



There are no pay gaps of 15% or greater (which would be highlighted in Red), by Pay Quartile and this is indicative of pay parity by level for the middle 2 pay quartiles where the pay gaps are all under 5% (Green). In the Lower Quartile, pay gaps of between 5.8% and 8.8% (Amber) can be observed and this is contributing to the overall SGN Group pay gap however this is offset by a 5.2% median pay gap in the Upper Quartile in favour of females. This is also suggesting that there could be a moderate level of pay inequality within the upper and lower levels of the organisation. A more detailed analysis would need to be undertaken to understand the true picture to identify any potential equal pay discrepancies.

QUARTILE	COUNT OF RELEVANT MALES IN QUARTILE	% OF MALES IN QUARTILE	COUNT OF RELEVANT FEMALES IN QUARTILE	% OF FEMALES IN QUARTILE	MEAN GENDER PAY GAP WITHIN QUARTILE		MEDIAN GENDER PAY GAP WITHIN QUARTILE		% MALES OF ALL MALE EMPLOYEES	% FEMALES OF ALL FEMALE EMPLOYEES
UPPER QUARTILE	813	85%	141	15%	-2.9%	(F)	-5.2%	(F)	26%	21.1%
UPPER MIDDLE	860	90%	94	10%	-0.3%	(F)	-0.3%	(F)	27%	14.1%
LOWER MIDDLE	832	87%	121	13%	0.7%	(M)	0.0%	(F)	26%	18.1%
LOWER QUARTILE	641	67%	313	33%	6.9%	(M)	9.4%	(M)	20%	46.8%

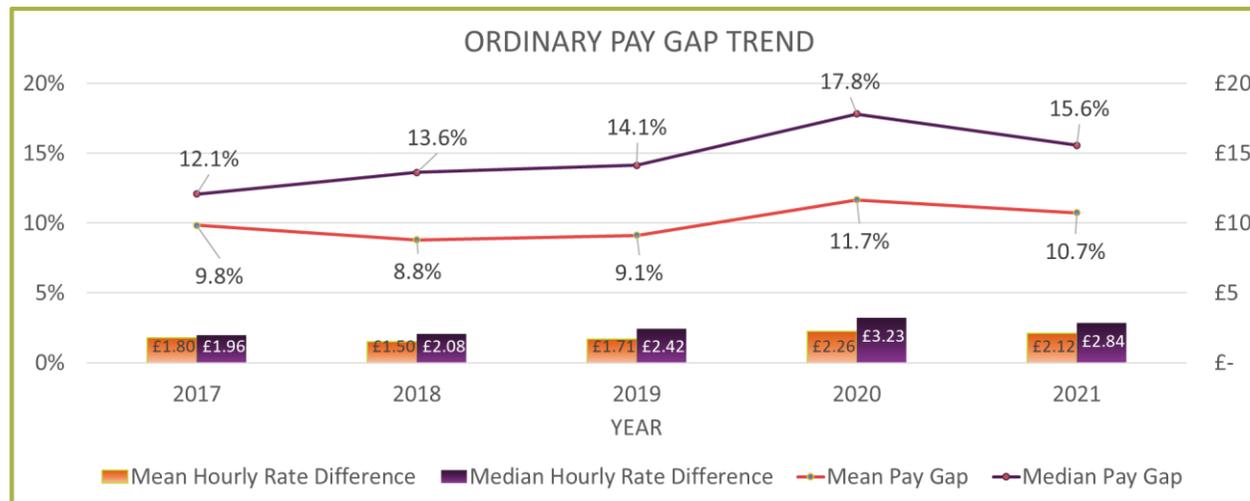
This regulations require the employer to show the proportions of male and female full-pay relevant employees in four quartile pay bands, which is done by dividing the workforce into four equal parts. Employees are ranked from highest hourly rate to lowest hourly rate and then divided into four quartiles.

Each quartile therefore contains 25% of full-pay relevant employees, with the upper quartile encompassing the highest earning 25% of employees, and the lower quartile the lowest earning 25% of employees.

Comparing the results across a quartile will indicate the distribution of full-pay relevant male and female employees in the quartile; Comparing the results between the quartiles will indicate the distribution of full-pay relevant male and female employees across the organisation.

SGN GROUP GENDER PAY GAP MOVEMENT

Overall a widening trend can be observed since 2017 however the gaps have narrowed between 2020 and 2021.



It is important to review the overall trend of your Gender Pay gap to understand the direction in which the gap is moving.

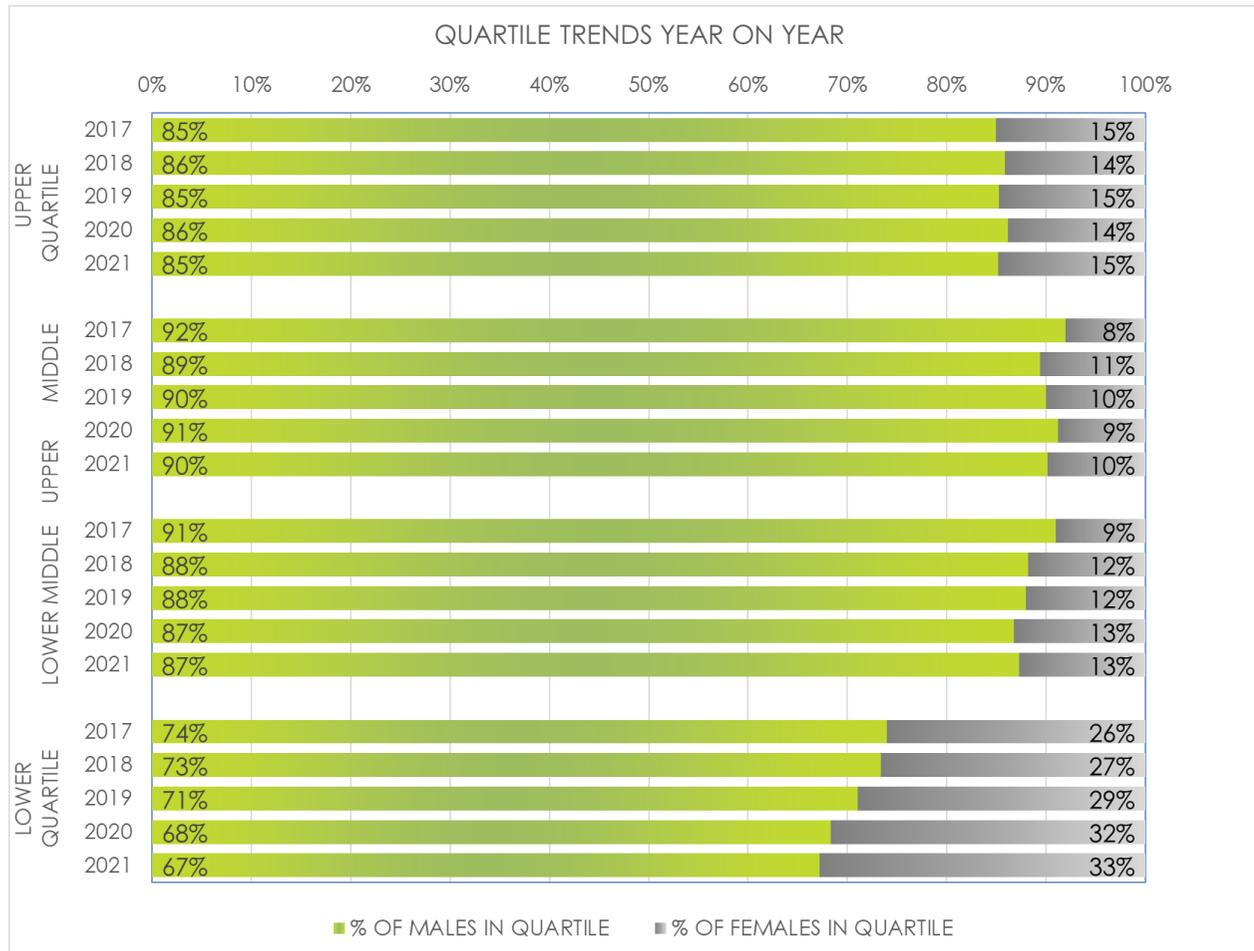
The narrowing of the mean pay gap between 2020 and 2021 can be attributed to the following factors:

- In 2021 the female with the highest hourly rate was positioned 8th within the top 10 highest hourly rates compared to 2020 where the highest female hourly rate was positioned 9th.
- The proportions of males and females in the Upper Pay Quartile have shifted by 1% in favour females.

The narrowing of the median pay gap between 2020 and 2021 can be attributed to the following factors:

- The number of females included in the gender pay gap calculations has increased from 654 to 669 but significantly at the Upper Middle quartile meaning that the median is found further up the range of hourly pay figures.
- This is further demonstrated in the difference between female median figures between 2020 and 2021 (47p) whereas there is only an 8p difference between the male hourly rates.

SGN GROUP QUARTILE MOVEMENT



- SGN continues to increase its female headcount year and year and this is most apparent at the lower quartile - since 2017 the number of females in the organisation has increased from 567 to 684, which equates to 18% of the total headcount.
- The highest concentration of females at the lower quartile continues to be the main driver for the gender pay gaps and this is where the highest pay gaps in favour of males are found.
- This is however offset by 15% representation of female employees at the Upper Quartile.

Previous year's results published by the government show that in the majority of organisations, there is a gender pay gap in favour of men. What quartile analysis highlights is that the gender pay gap is not the same across the whole organisation.

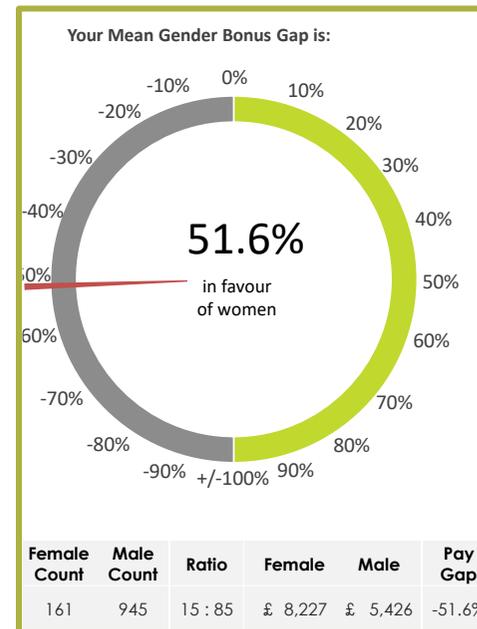
It demonstrates quite clearly that there are pockets where the gender pay gap exists.

Knowing where the gender pay gap exists within the organisation creates a focus, so monitoring changes, both positive and negative, is important in closing a gender pay gap.

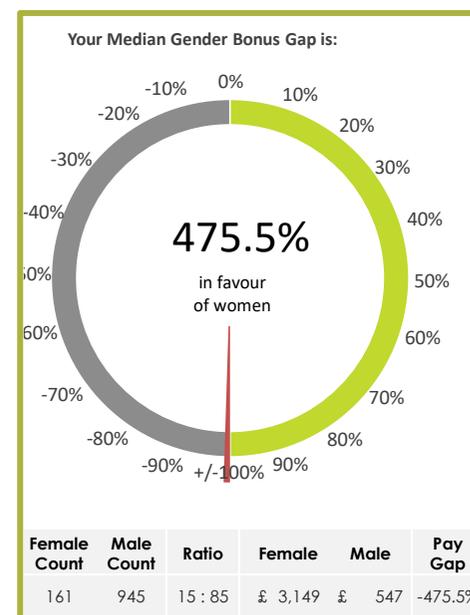
SGN GROUP GENDER BONUS GAP

- SGN Group’s mean headline bonus gender pay gap for 2021 was 51.6% in favour of females, which is a difference of 96.1% compared to the 2020 gap of 44.5% in favour of males.
- SGN Group’s median gender pay gap for 2021 was 475.5% in favour of females which is a difference of 557.1% compared to the 2020 gap of 81.6% in favour of males.
- The main drivers for the bonus gender pay gaps include:
 - 704 employees received a bonus of £1,000 or less – 636 of these were male with the remaining 68 female; this has significantly impacted the mean male bonus value
 - Of the 945 males who received a bonus, around two-thirds were worth £1,000 or less placing the median value at £547; the number of females who received a bonus is far smaller however more than half of these were worth more than £1,000 placing the median bonus value at £3,149.
 - The median bonus pay gap feels extreme however it’s useful to remember the calculation:
 - The female bonus subtracted from the male bonus divided by the male bonus

YOUR MEAN GENDER BONUS GAP



YOUR MEDIAN GENDER BONUS GAP

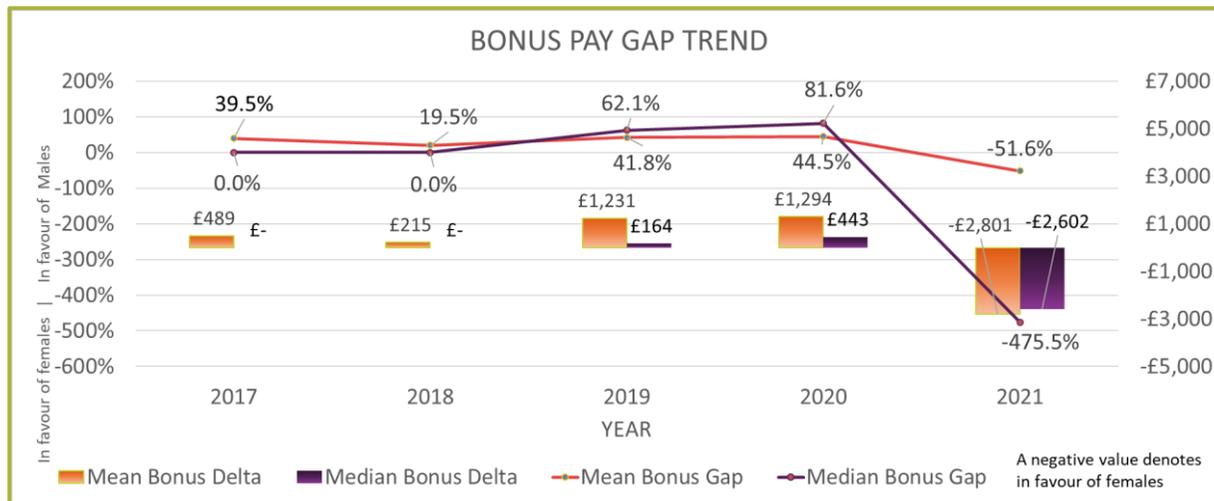


It is worth noting that the gender pay gap calculation uses a conversion to an hourly rate to eliminate differences in part time and full time employees, but, as the regulations state, the bonus gender pay gap calculation uses the actual bonus paid without a conversion to an hourly rate or pro-rated figure.

SGN GROUP

BONUS GENDER PAY GAP MOVEMENT

Due to the variability of bonus payments from year to year it is difficult to discern a particular trend; the bonus gender pay gap is also influenced by payments not traditionally considered to be bonus such as recognition and long service awards and these smaller values cause the variations to appear extreme.



The change to the mean bonus gender pay gap in favour of females can be attributed to the following:

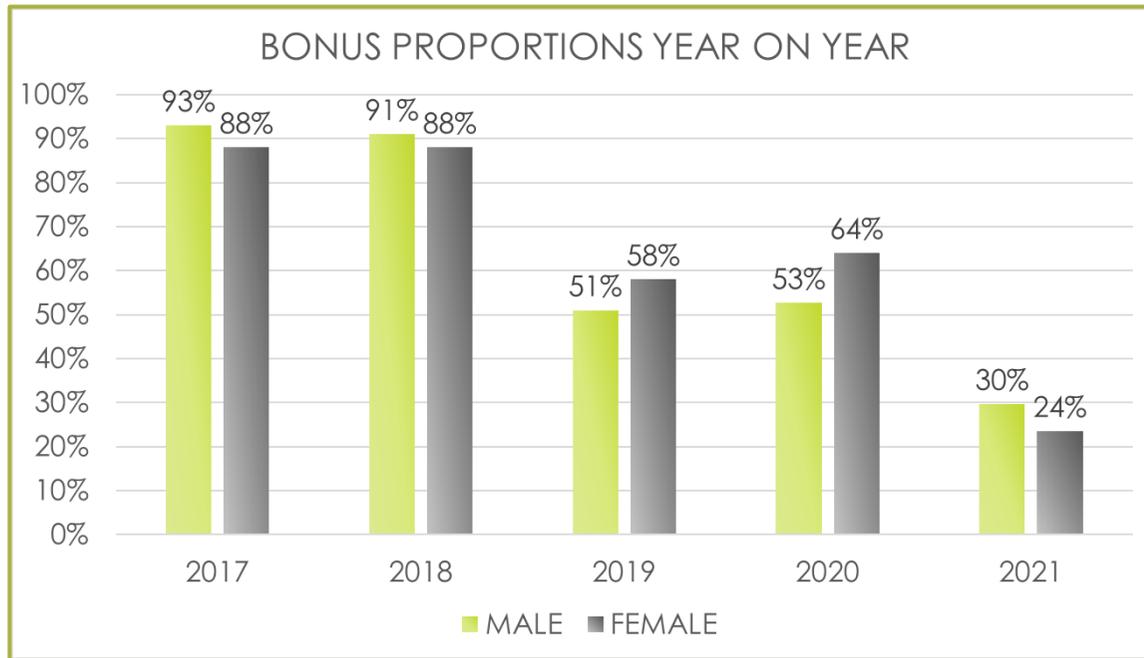
- The number of females earning the highest bonuses has increased; in 2021 6 of the top 20 bonus values were earned by females compared to 4 in 2020.
- The highest female bonus in 2021 was 229% higher compared to the highest female bonus in 2020 whereas the highest male bonus in 2021 was 49% lower compared to 2020.

The change to the median bonus gender pay gap in favour of females can be attributed to the following:

- No recognition payments were made in the period 6th April 2020 to 5th April 2021 due to a change in the system compared to the previous year when 1,366 employees received a payment accounting for almost two-thirds of payments made that year.
- The absence of these payments which ranged from £20 to £490 has meant the median values are found further up in the range of bonus payments and due to the comparatively small number of bonuses paid to females and the fact that almost 60% of these are of a value greater than £1,000 this has created the extreme bonus pay gap in favour of females.

It is important to review the overall trend of your Gender Pay gap to understand the direction in which the gap is moving.

SGN GROUP GENDER BONUS PROPORTIONS



- 2021 has seen the lowest number of either gender receiving bonus payments since reporting began and the primary reason for these significantly lower proportions is the absence of recognition payments in the period 6th April 2020 to 5th April 2021.
- Although a greater proportion of males (30%) has received a bonus compared to females (24%), bucking the trend seen in the previous two years, the majority of bonuses earned by males were less than £1000, whereas the opposite is true for females.

This test considers employees who have received a bonus payment, not to be confused with employees who are eligible for a bonus payment. A payment actually needs to have been received even if eligible for a bonus to be included.

SGN ENTITIES MANDATORY REPORTING 2021/22 AND ANALYSIS



SGN CONTRACTING HEADLINE DASHBOARD

YOUR GENDER PAY GAP

Headline figures comparing the basic hourly pay of all employees inclusive of cash payments and allowances

	MEAN	MEDIAN
YOUR GENDER PAY GAP	7.5%	12.9%
Change	-0.7%	-3.1%
2020 Gap	8.2%	16.0%
NATIONAL AVERAGE GAP *	14.9%	15.4%
Change	0.3%	-0.1%
2020 Gap	14.6%	15.5%
ELECTRICAL, GAS, STEAM AND AIR CONDITIONING SUPPLY SECTOR *	24.0%	10.9%
Change	11.0%	-2.5%
2020 Gap	13.0%	13.4%
YOUR GENDER BONUS PAY GAP	20.2%	-11.2%
Change	9.8%	28.8%
2020 Gap	10.4%	-40.0%

A minus indicates the gap is in favour of females

* Source [ONS.gov.uk](https://www.ons.gov.uk) (Released 26 October 2021)

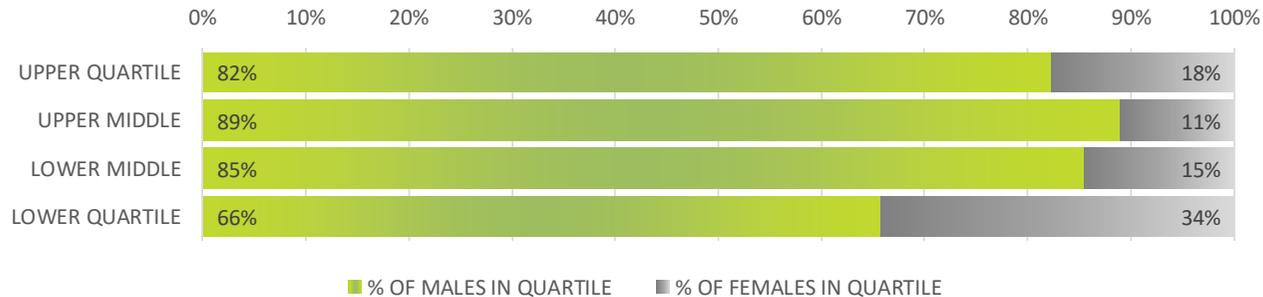
BONUS PAYMENTS

The proportion of men and women in receipt of a bonus



PAY QUARTILES

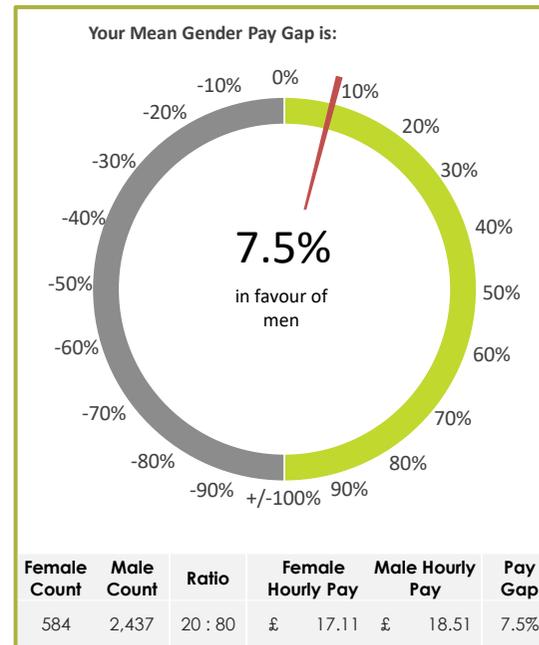
The proportion of male and female employees by quartile pay bands



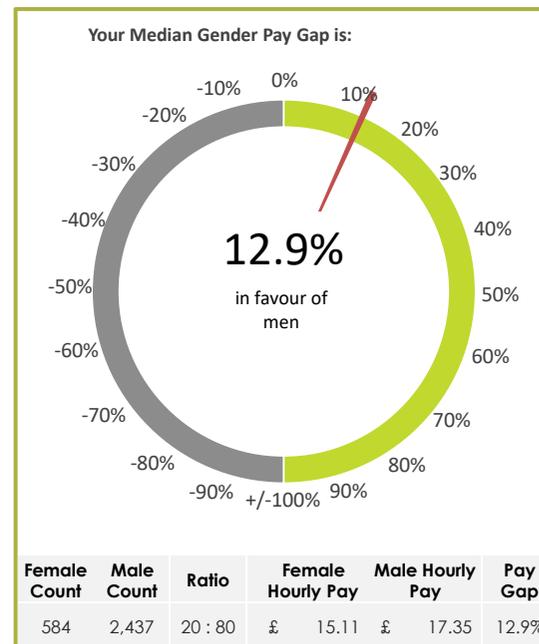
SGN CONTRACTING GENDER PAY GAP

- The mean headline gender pay gap for SGN Contracting in 2021 was 7.5% in favour of men which was a decrease of 0.7% compared to the 2020 mean pay gap of 8.2%. This was below the mean national gender pay gap figure of 14.9% (in favour of males) reported in April 2021 by the Office of National Statistics (ONS).
- SGN Contracting's median gender pay gap for 2021 was 12.9%, which was a decrease of 3.1% compared to the 2020 median pay gap of 16%. This was below the median national gender pay gap figure of 15.4% (in favour of males) reported in April 2021 by the Office of National Statistics (ONS).
- Key factors behind the gender pay gap include:
 - Of the highest 10 hourly pay amounts only 1 of these is attributable to a female – this has influenced the mean pay gap.
 - Almost two-thirds of female employees within SGN Contracting are found in the lowest two pay quartiles and this is contributing towards both the mean and median pay gaps.
 - Consequently when comparing the middle male employee (a Surveyor) and the middle female employee (a Network Support Assistant) there is a considerable difference in the hourly pay.

YOUR MEAN GENDER PAY GAP



YOUR MEDIAN GENDER PAY GAP



This is the data that supports the report that will be published on SGN's own website and the Government website by 4th April 2021.

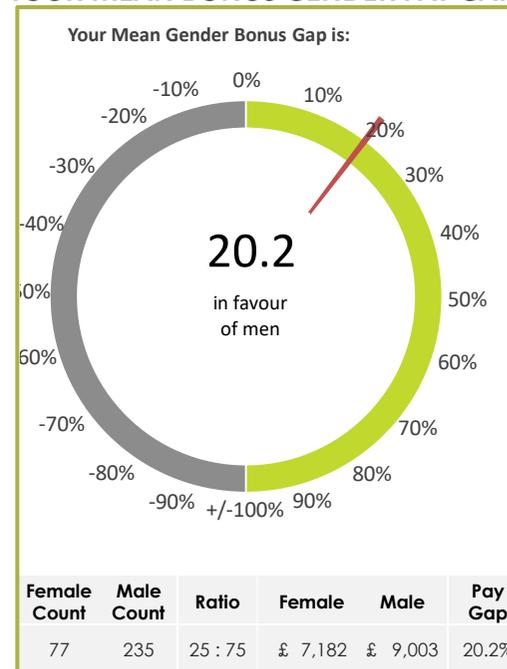
The gender pay gap calculation compares the basic hourly pay of all employees inclusive of cash payments and allowances, allowing a direct comparison of part-time and full-time earners, paid in the relevant pay period.

The difference in the mean & median hourly rate of pay for male and female full-pay relevant employees.

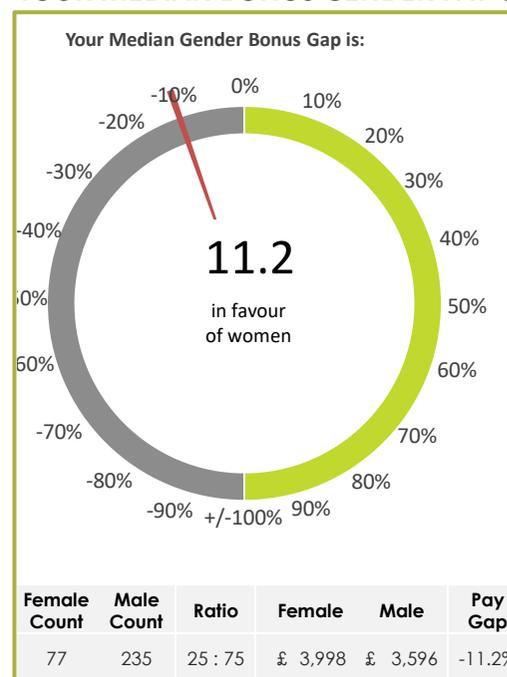
SGN CONTRACTING BONUS GENDER PAY GAP

- The mean headline bonus gender pay gap for SGN Contracting in 2020 was 20.2% (in favour of men), an increase of 9.8% compared to 2020 mean bonus gender pay gap of 10.4% (in favour of men).
- SGN Contracting’s median bonus gender pay gap for 2021 was -11.2% (in favour of women), which was a decrease of 28.8% compared to 2020 mean bonus gender pay gap of -40% (in favour of women). The main drivers for the bonus gender pay gaps include:
 - Of the top 20 highest bonus payments only three are attributable to a female – this has influenced the mean bonus pay gap.
 - Fewer females than men received a bonus however only 3 received a bonus of less than £1,000 compared to 23 men; consequently the value of the bonus found at the middle of the range of female bonuses is higher than the corresponding male bonus.

YOUR MEAN BONUS GENDER PAY GAP



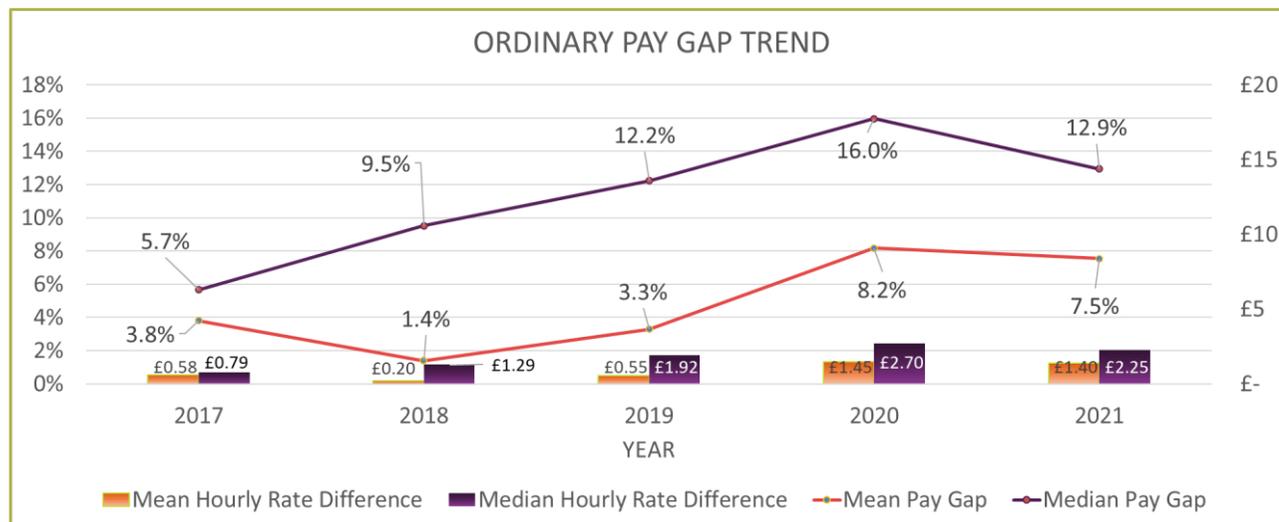
YOUR MEDIAN BONUS GENDER PAY GAP



It is worth noting that the gender pay gap calculation uses a conversion to an hourly rate to eliminate differences in part time and full time employees, but, as the regulations state, the bonus gender pay gap calculation uses the actual bonus paid without a conversion to an hourly rate or pro-rated figure.

SGN CONTRACTING

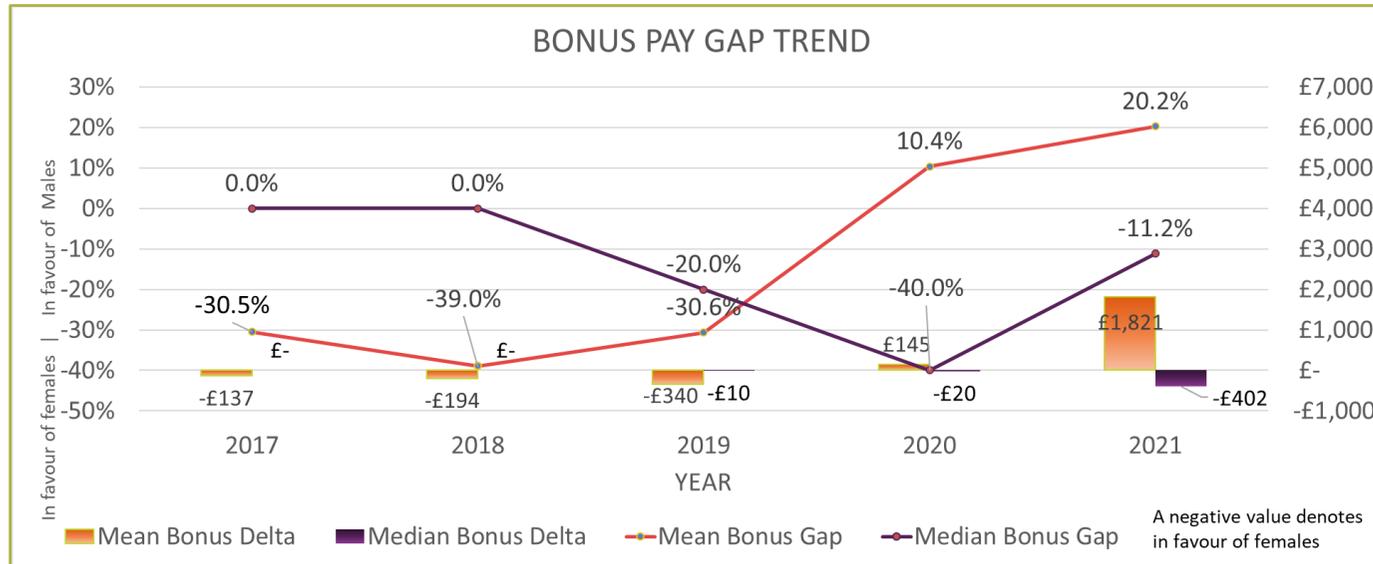
GENDER PAY GAP MOVEMENT



It is important to review the overall trend of your Gender Pay gap to understand the direction in which the gap is moving.

- As with the overall group numbers, since 2017 both the mean and median pay gaps have widened however between 2020 and 2021 both have narrowed.
- The mean gender pay gap has narrowed to 12.9% in 2021 due to the increase in the proportion of females in the Upper Pay Quartile to 18% from 15% in 2020
- The proportion of all females in the upper two quartiles of the organisation has increased from 35% in 2020 to 36% in 2021 and this has influenced the narrowing of the median pay gap,

SGN CONTRACTING BONUS PAY GAP MOVEMENT



It is important to review the overall trend of your Gender Pay gap to understand the direction in which the gap is moving.

- Between 2020 and 2021 the mean bonus pay gap has widened in favour of males and this is being driven by the difference between the highest bonus values; for example in 2021 the highest male bonus is 215% higher than in 2020 however the highest female bonus is only 88% higher.
- The median bonus gap narrowed to 11.2% but is still in favour of females and similarly to SGN Group the absence of recognition payments has influenced the bonus pay gap movement. In 2020 the two median bonus values were £70 (female) and £50 (male) resulting in the 40% bonus pay gap in favour of females. However in 2021 these smaller values are not present within the dataset meaning that the median values have increased to £3,998 (female) and £3,596 (male).

SCOTLAND GAS NETWORKS PLC HEADLINE DASHBOARD

YOUR GENDER PAY GAP

Headline figures comparing the basic hourly pay of all employees inclusive of cash payments and allowances

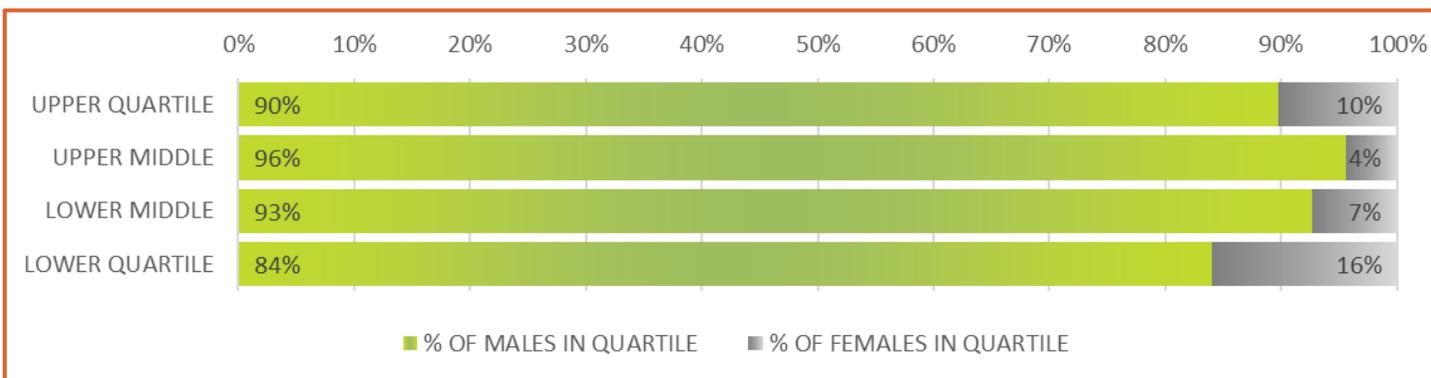
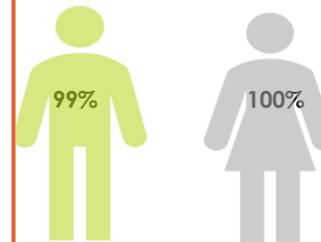
	MEAN	MEDIAN
YOUR GENDER PAY GAP	7.8%	11.23%
Change	-1.4%	3.26%
2020 Gap	9.2%	7.97%
NATIONAL AVERAGE GAP *	14.9%	15.4%
Change	0.3%	-0.1%
2020 Gap	14.6%	15.5%
ELECTRICAL, GAS, STEAM AND AIR CONDITIONING SUPPLY SECTOR *	24.0%	10.9%
Change	11.0%	-2.5%
2020 Gap	13.0%	13.4%
YOUR GENDER BONUS PAY GAP	-300.2%	-2.4%
Change	-238.8%	-2.4%
2020 Gap	-61.4%	0.0%

A minus indicates the gap is in favour of females

* Source ONS.gov.uk (Released 26 October 2021)

BONUS PAYMENTS

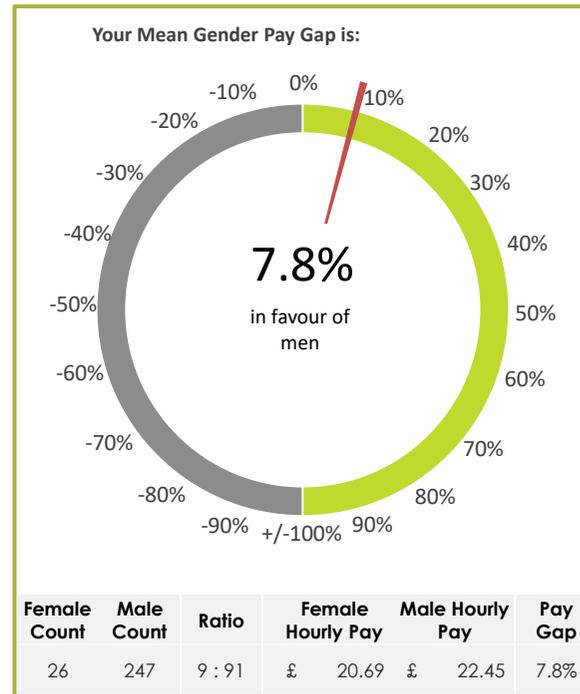
The proportion of men and women in receipt of a bonus



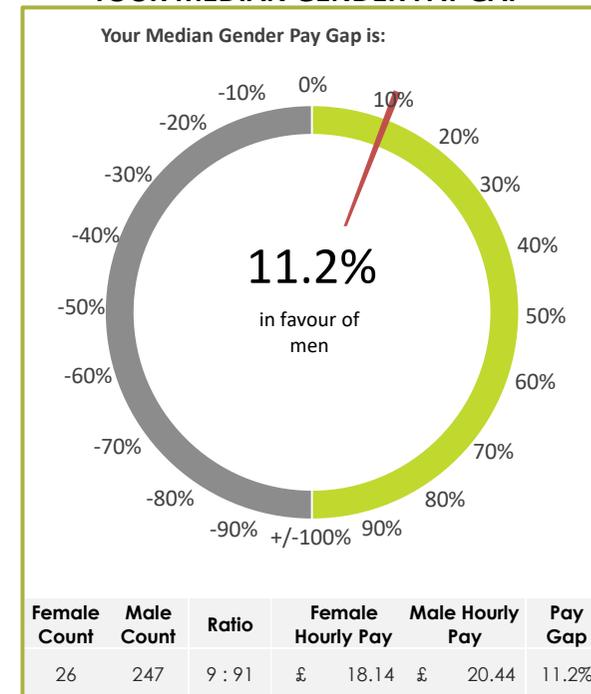
SCOTLAND GAS NETWORKS GENDER PAY GAP

- The mean headline gender pay gap for SGN Scotland in 2021 was 7.8% in favour of men which is a decrease of 1.4% from the 9.2% gap in 2020. This was below the mean national gender pay gap figure of 14.9% (in favour of males) reported in April 2021 by the Office of National Statistics (ONS).
- SGN Scotland's median gender pay gap in 2021 was 11.2% in favour of males, which was an increase of 3.2% compared to the 2020 median pay gap of 8.0%. This was below the median national gender pay gap figure of 15.4% (in favour of males) reported in April 2021 by the Office of National Statistics (ONS).
- Key factors behind the pay gaps include:
 - Of the 10 highest hourly pay amounts only 1 of these is attributable to a female – this has influenced the mean pay gap.
 - Almost two-thirds of female employees within SGN Scotland are found in the lowest two pay quartiles and this is contributing towards both the mean and median pay gaps.
 - Consequently when comparing the middle male employee (a Team Manager) and the middle female employee (an IT Training Manager) there is a considerable difference in the hourly pay.

YOUR MEAN GENDER PAY GAP



YOUR MEDIAN GENDER PAY GAP



This is the data that supports the report that will be published on SGN's own website and the Government website by 4th April 2021.

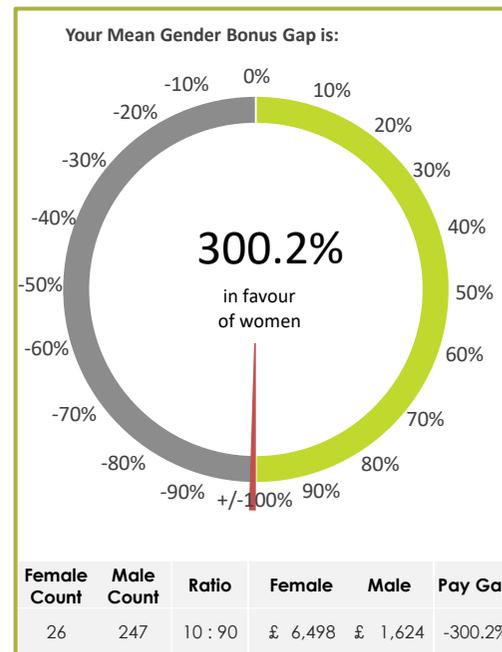
The gender pay gap calculation compares the basic hourly pay of all employees inclusive of cash payments and allowances, allowing a direct comparison of part-time and full-time earners, paid in the relevant pay period.

The difference in the mean & median hourly rate of pay for male and female full-pay relevant employees.

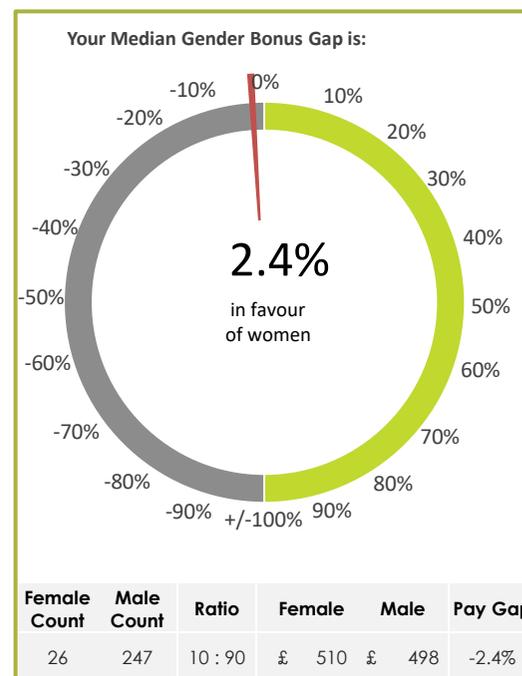
SCOTLAND GAS NETWORKS BONUS GENDER PAY GAP

- The mean headline bonus gender pay gap for SGN Scotland in 2021 was 300.2% (in favour of women) which is an increase of 238.8% compared to the 2020 pay gap of 61.4% (in favour of women).
- SGN Scotland’s median bonus gender pay gap for 2021 was 2.4% in favour of women, which was a 2.4% increase on the 0% pay gap in 2020.
- The main drivers for the bonus gender pay gaps include:
 - The highest bonus was paid to a female and this was c.£65K higher than the next highest bonus which was received by a male – this has influenced the mean bonus pay gap.
 - Only a slight median bonus pay gap exists this year and both the male and female median bonus values relate to Gainshare.

YOUR MEAN BONUS GENDER PAY GAP

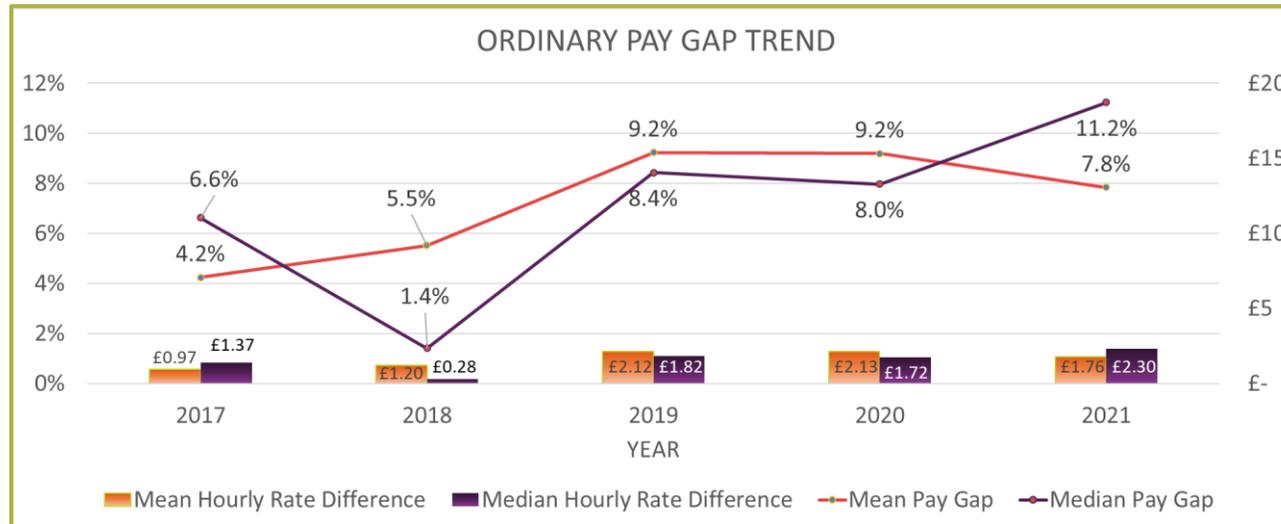


YOUR MEDIAN BONUS GENDER PAY GAP



It is worth noting that the gender pay gap calculation uses a conversion to an hourly rate to eliminate differences in part time and full time employees, but, as the regulations state, the bonus gender pay gap calculation uses the actual bonus paid without a conversion to an hourly rate or pro-rated figure.

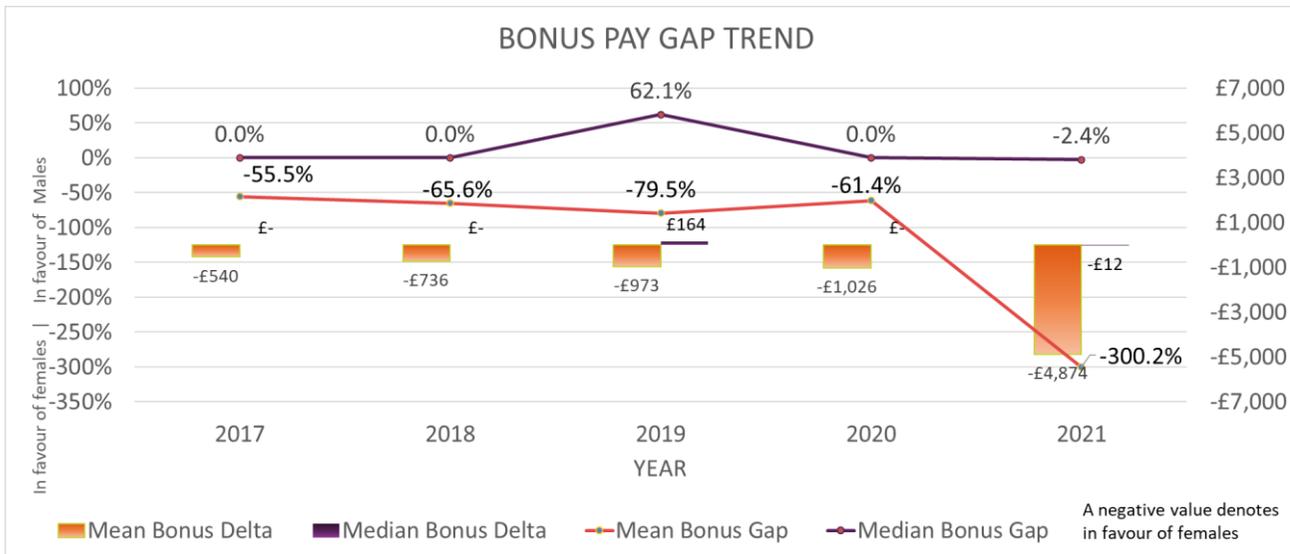
SCOTLAND GAS NETWORKS GENDER PAY GAP MOVEMENT



It is important to review the overall trend of your Gender Pay gap to understand the direction in which the gap is moving.

- Similar to the overall group numbers, since 2017 both the mean and median pay gaps have widened however between 2020 and 2021 only the median pay gap has widened whilst the mean pay gap has narrowed.
- The mean pay gap has narrowed to 7.8% and this is being driven by an increase in the proportion of females in the Upper Pay Quartile from 8% in 2020 to 10% in 2021.
- A decrease in the proportion of females in the Upper Middle quartile from 7% to 5% and an increase in the proportion of females in the Lower Quartile from 15% to 16% means the female median value is found lower down the rates of hourly pay resulting in a widened median gender pay gap.

SCOTLAND GAS NETWORKS BONUS GENDER PAY GAP MOVEMENT



It is important to review the overall trend of your Gender Pay gap to understand the direction in which the gap is moving.

- SGN Scotland's mean bonus gender pay gap has widened sharply and this is due to a 280% increase in the highest female bonus between 2020 and 2021.
- The median bonus gender pay gap has remained at (or around) 0% since 2017 with the exception of 2019. In 2020 both the male and female median bonus was £577, both in relation to Gainshare. Whereas in 2021 the median male bonus was £498 and the median female bonus £510, both in relation to Gainshare, which has resulted in the pay gap.

SOUTHERN GAS NETWORKS PLC HEADLINE DASHBOARD

YOUR GENDER PAY GAP

Headline figures comparing the basic hourly pay of all employees inclusive of cash payments and allowances

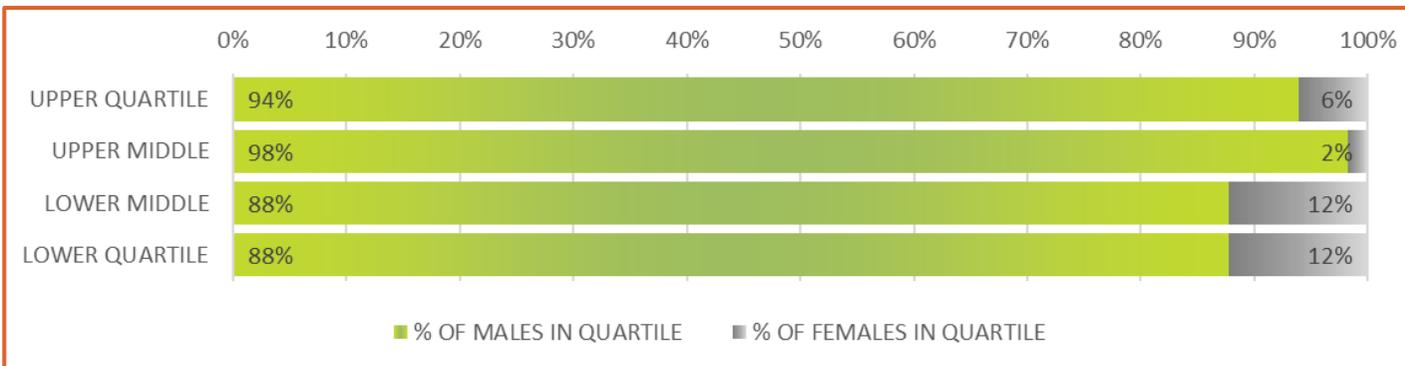
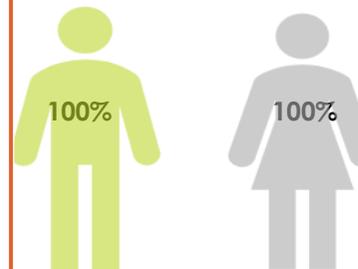
	MEAN	MEDIAN
YOUR GENDER PAY GAP	1.0%	7.7%
Change	1.5%	-1.2%
2020 Gap	-0.5%	9.0%
NATIONAL AVERAGE GAP *	14.9%	15.4%
Change	0.3%	-0.1%
2020 Gap	14.6%	15.5%
ELECTRICAL, GAS, STEAM AND AIR CONDITIONING SUPPLY SECTOR *	24.0%	10.9%
Change	11.0%	-2.5%
2020 Gap	13.0%	13.4%
YOUR GENDER BONUS PAY GAP	-563.2%	-0.2%
Change	-428.2%	-6.3%
2020 Gap	-135.1%	6.1%

A minus indicates the gap is in favour of females

* Source ONS.gov.uk (Released 26 October 2021)

BONUS PAYMENTS

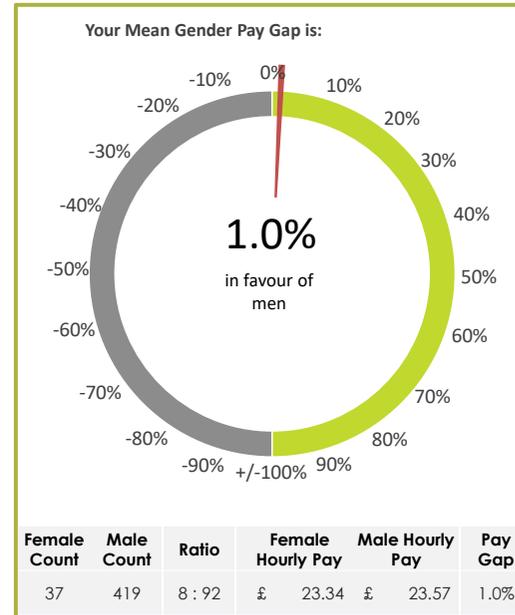
The proportion of men and women in receipt of a bonus



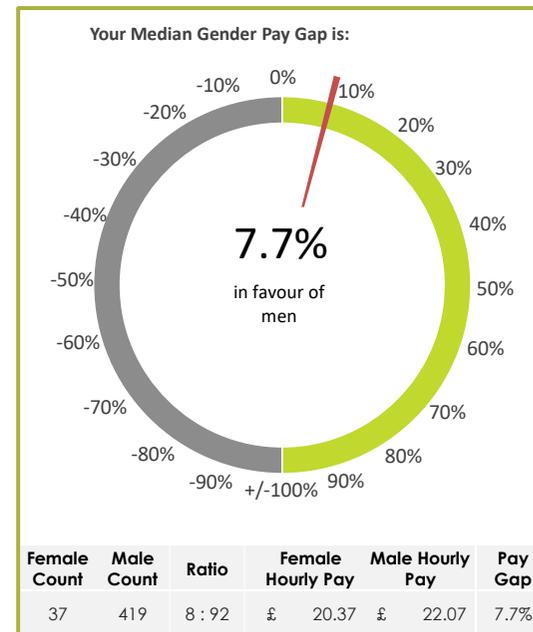
SOUTHERN GAS NETWORKS GENDER PAY GAP

- The mean headline gender pay gap for SGN Southern in 2021 was 1% in favour of males which was an increase of 1.5% compared to 2020 mean gender pay gap of 0.5% in favour of females. This was below the mean national gender pay gap figure of 14.9% (in favour of males) reported in April 2021 by the Office of National Statistics (ONS).
- SGN Southern’s median gender pay gap for 2021 was 7.7% in favour of males, which was a decrease of 1.2% compared to the 2020 median pay gap of 9% in favour of males. This was below the median national gender pay gap figure of 15.4% (in favour of males) reported in April 2021 by the Office of National Statistics (ONS).
- Key factors behind the pay gaps include:
 - Despite only a small mean gender pay and the highest-earning employee being female, three-quarters of all female employees are found in the lower two pay quartiles.
 - This is also impacting the median pay gap causing the female median to be found lower in the range of hourly pay compared to males.
 - Consequently, when comparing the middle male employee (a Network Support Assistant) and the middle female employee (also a Network Support Assistant) there is a considerable difference in the hourly pay.

YOUR MEAN GENDER PAY GAP



YOUR MEDIAN GENDER PAY GAP



This is the data that supports the report that will be published on SGN’s own website and the Government website by 4th April 2021.

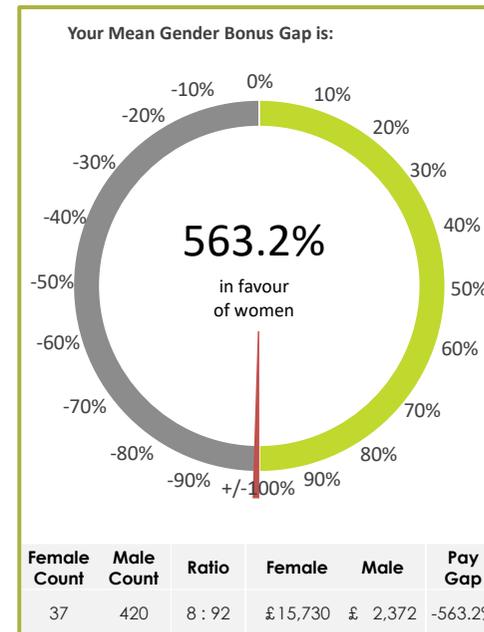
The gender pay gap calculation compares the basic hourly pay of all employees inclusive of cash payments and allowances, allowing a direct comparison of part-time and full-time earners, paid in the relevant pay period.

The difference in the mean & median hourly rate of pay for male and female full-pay relevant employees.

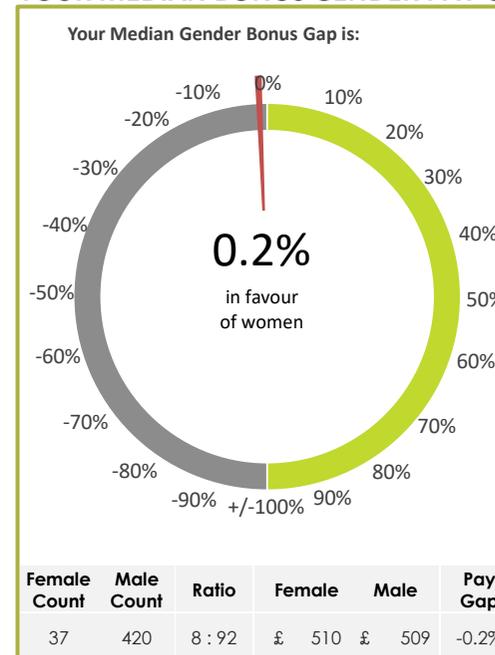
SOUTHERN GAS NETWORKS BONUS GENDER GAP

- The mean headline bonus gender pay gap for SGN Southern in 2021 was -563.2% (in favour of women) which was an increase of 428.2% compared to the 2020 pay gap of -135.1%.
- SGN Southern's median bonus gender pay gap for 2021 was 0.2% (in favour of women), which has decreased by 6.3% compared to the 2020 pay gap of 6.1% in favour of men.
- The main drivers for the bonus gender pay gaps include:
 - The highest two bonuses are attributed to females
 - The difference between the highest female and male bonus is c.£150K
 - Of all the bonuses worth less than £1000 (made up of Gainshare and Ops Bonus payments) over 90% of these were paid to males
 - There is only £1 difference between the median bonuses received by males and females and these values relate to Gainshare payments

YOUR MEAN BONUS GENDER PAY GAP



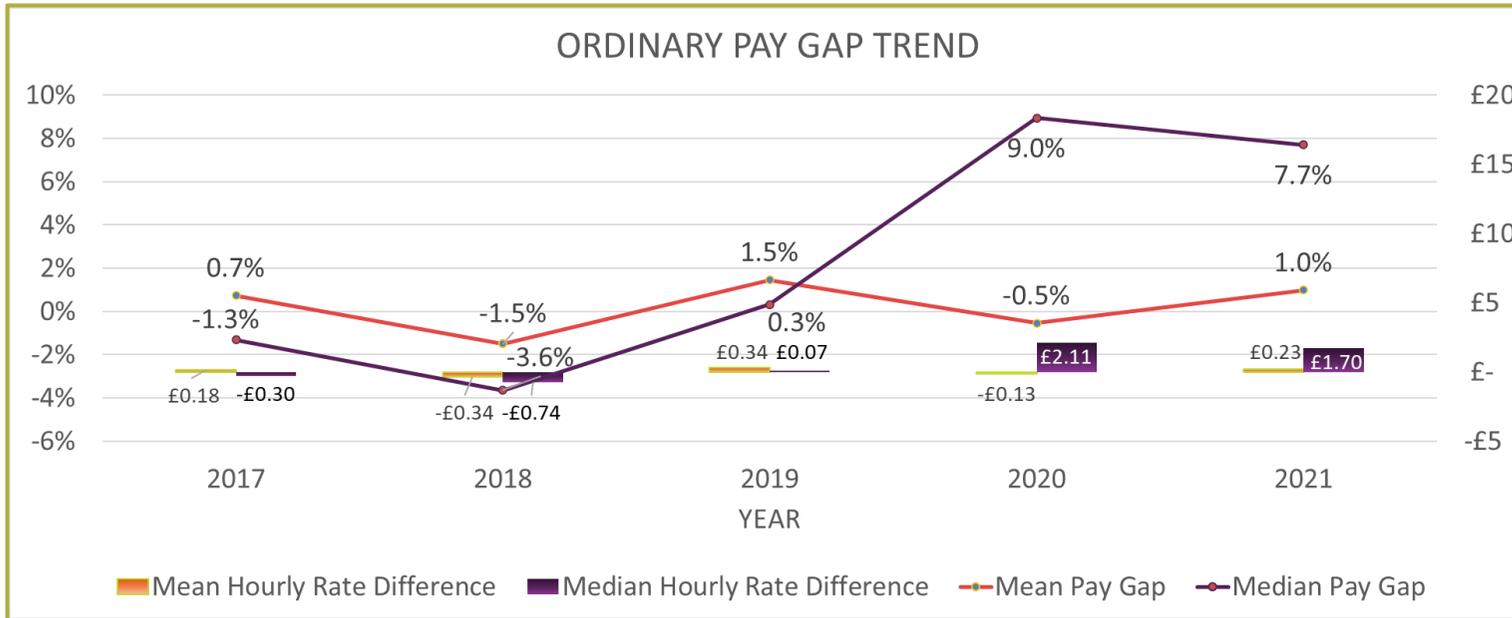
YOUR MEDIAN BONUS GENDER PAY GAP



It is worth noting that the gender pay gap calculation uses a conversion to an hourly rate to eliminate differences in part time and full time employees, but, as the regulations state, the bonus gender pay gap calculation uses the actual bonus paid without a conversion to an hourly rate or pro-rated figure.

SOUTHERN GAS NETWORKS

GENDER PAY GAP MOVEMENT

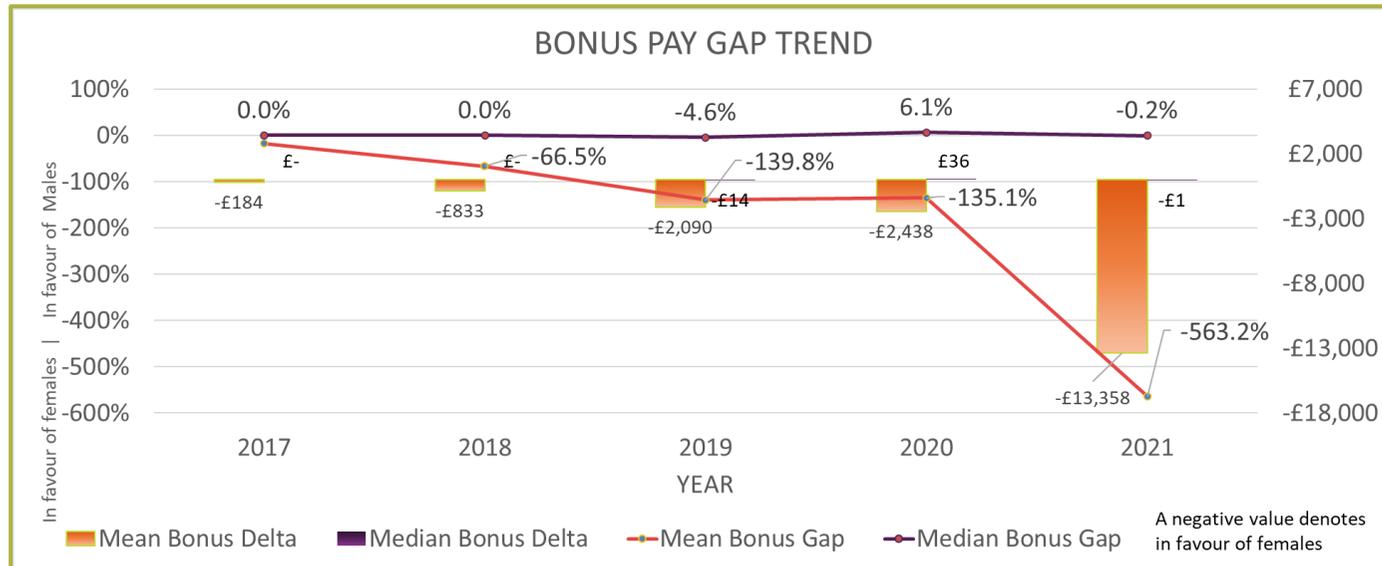


It is important to review the overall trend of your Gender Pay gap to understand the direction in which the gap is moving.

- SGN Southern's mean gender gap has continued to remain at around 0% whilst the median has widened since 2017 primarily due to the introduction of stagger payments in 2020.
- The mean pay gap has widened slightly in 2021; in 2020 the two highest hourly pay values were attributable to females who both received retention payments however only one employee (male) received a retention payment in 2021.
- The median pay gap has narrowed between 2020 and 2021 and this is due to an increase in the proportion of males in the lower pay quartile from 86% in 2020 to 88% in 2021 causing the male median to be found lower in the range of hourly pay

SOUTHERN GAS NETWORKS

BONUS GENDER PAY GAP MOVEMENT



It is important to review the overall trend of your Gender Pay gap to understand the direction in which the gap is moving.

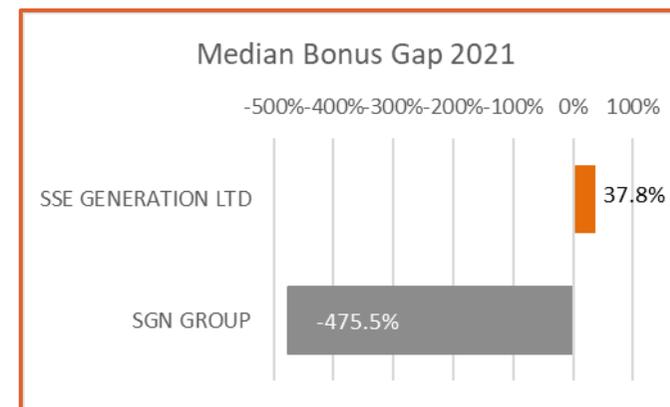
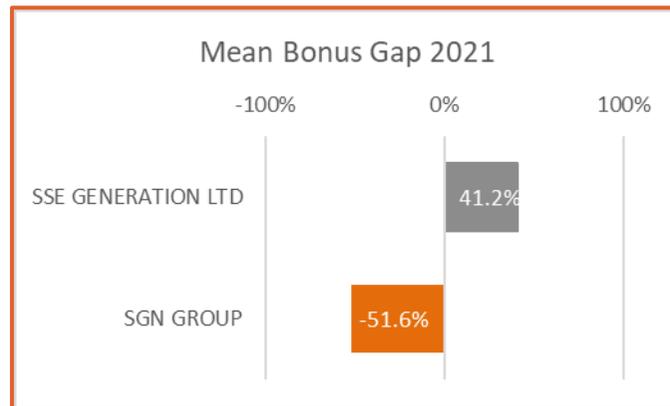
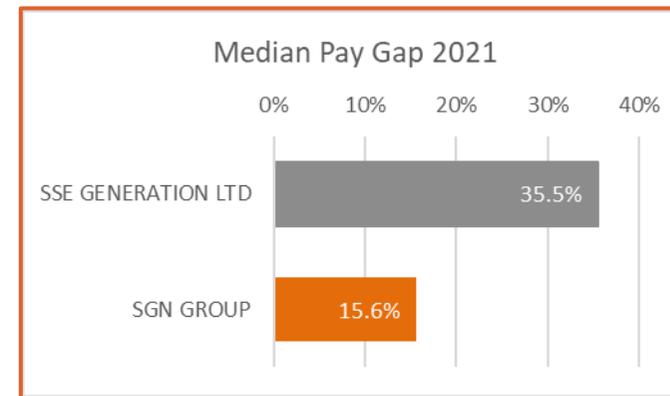
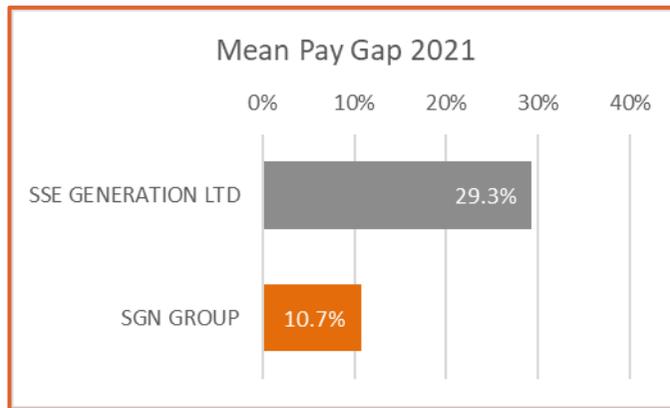
- SGN Southern’s mean bonus pay gap has widened considerably in favour of females since 2017 whereas the overall trend for the median remains close to a 0% pay gap.
- The extreme widening between 2020 and 2021 is a result of the difference between the highest male and females bonuses; in 2021 there is a c.£150K however in 2020 the difference was only c. £30K.
- In 2021 the highest female bonus value was comprised of annual bonus, LTIP, and retention payment whereas the highest male bonus was comprised of annual bonus only; in 2020 the highest male and female bonus values were both comprised of annual bonus and LTIP.
- The absence of recognition payments in 2021 has contributed to the narrowing of the median bonus pay gap; in 2020 the median male bonus payment was comprised of a Gainshare and recognition award however the median female bonus was comprised of Gainshare only. In 2021 both the male and female median bonus relate to Gainshare only.

APPENDIX A COMPETITIVE INSIGHT



COMPETITIVE INSIGHT

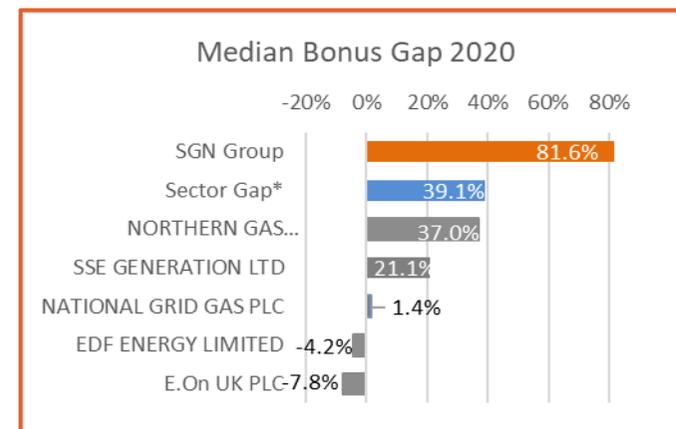
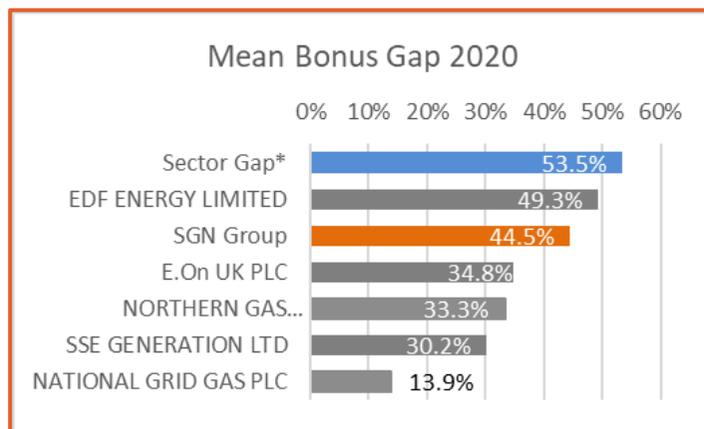
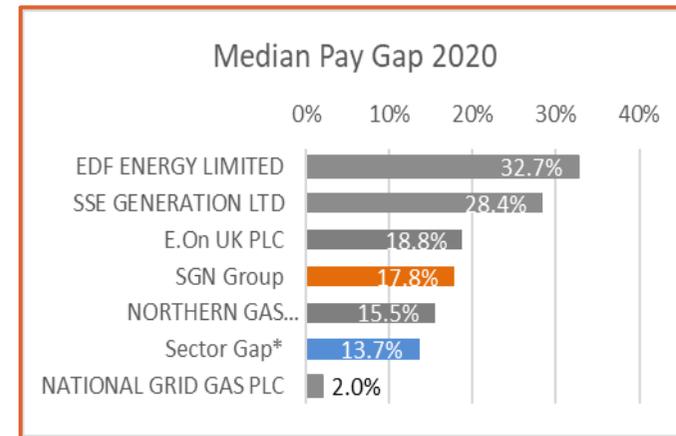
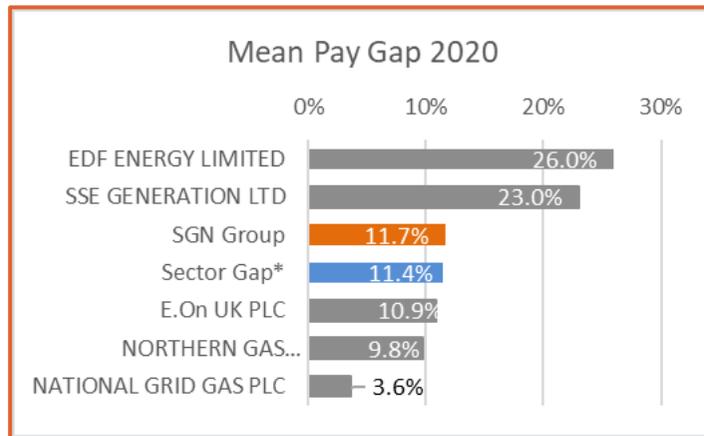
COMPARABLE ORGANISATIONS 2021



*At the time of writing only SSE Generation Ltd have published their 2021 numbers.

COMPETITIVE INSIGHT

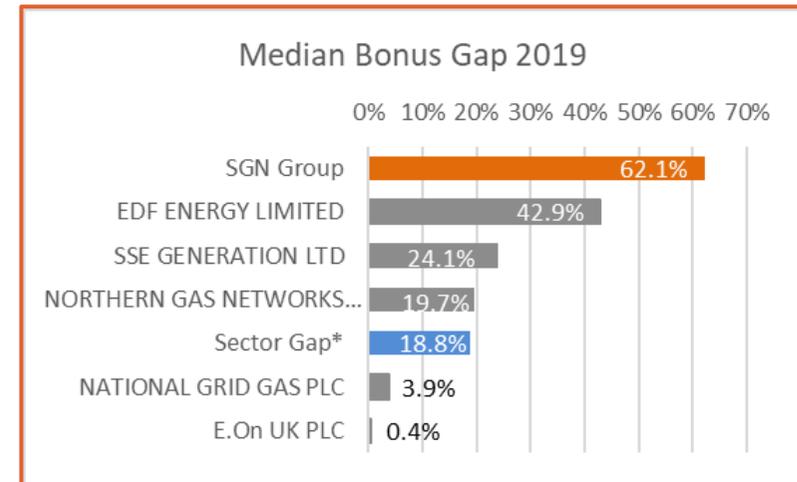
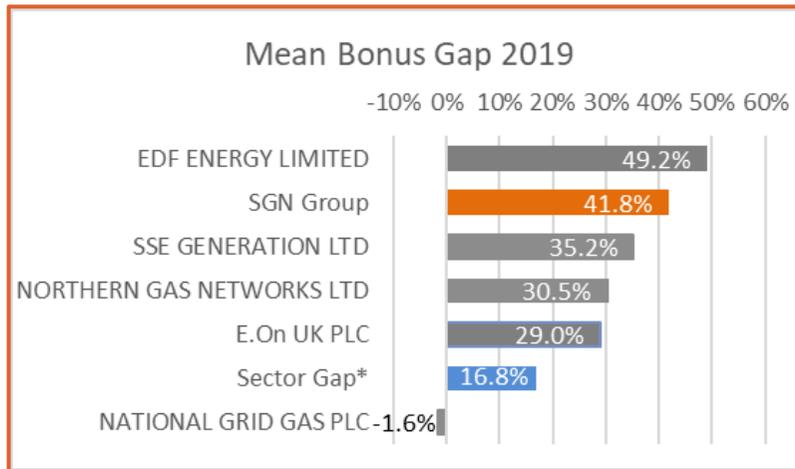
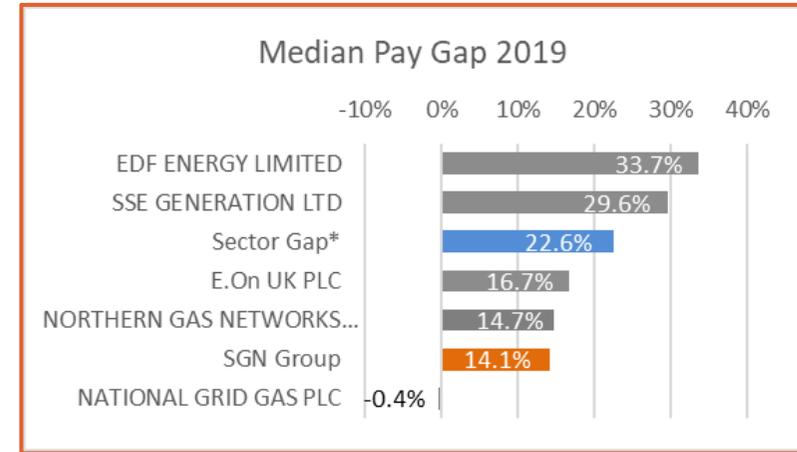
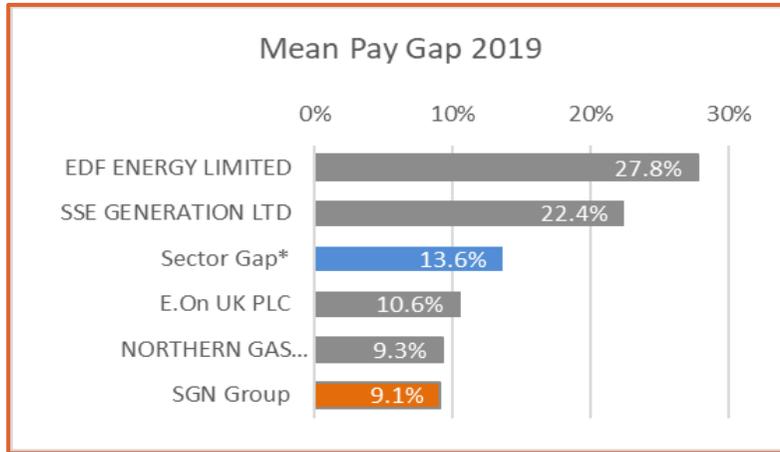
COMPARABLE ORGANISATIONS 2020



*Sector Gap is Electricity, Gas, Steam and Air Conditioning Supply

COMPETITIVE INSIGHT

COMPARABLE ORGANISATIONS 2019



*Sector Gap is Electricity, Gas, Steam and Air Conditioning Supply

APPENDIX B

UNDERSTANDING THE REGULATIONS



UNDERSTANDING THE REGULATIONS REPORTING REQUIREMENTS

The gender pay gap regulations came into effect on 6th April 2017 following a Government consultation and require that:

All relevant employers as defined by Schedule 19 to the Equality Act 2010 with 250 employees or more on the snapshot date report their Gender Pay Gap.

If a business has a number of limited companies in its structure, the obligation to report falls on each entity separately (subject to meeting the qualifications on employee numbers). A separate legal company, or separate legal entity means each company registered at Companies House.

Reporting be done annually; gender pay gap results must be published by 4th April each year using pay data from the “relevant pay period”, defined as the pay period during which 5th April of the previous year (the “snap-shot date”) falls, as well as the previous 12 months’ bonus payments, up to and including the 5th April “snap-shot date”, for a separate bonus gender pay gap calculation.

Headline gender pay gap calculations are based on the definition of “Ordinary Pay”, which includes base pay and allowances, and “Bonus Pay”, paid in the relevant pay period, as well as the separate bonus gender pay gap calculation.

You report on your external website (accessible by the public and employees) and a sponsored government website. The person who registers on the government website will be the one whose name appears on the report therefore we advise that whoever signs the report should be the one to register it on the website.

3 years’ of data be kept visible on your website so that year-on-year comparisons can be made.

The government will monitor the levels of compliance and failure to comply will constitute an ‘unlawful act’.

UNDERSTANDING THE REGULATIONS GENDER PAY GAP CALCULATIONS

The difference in the mean hourly rate of pay for male and female full-pay relevant employees.

The difference in the median hourly rate of pay for male and female full-pay relevant employees.

The difference in the mean bonus pay for male and female relevant employees.

The difference in the median bonus pay for male and female relevant employees.

The numbers and percentage of male and female relevant employees employed in quartile pay bands of lower, lower middle, upper middle and upper quartile expressed as a percentage of the full-pay relevant employees within that band.

The difference between proportions of male and female employees who were awarded bonus pay.

UNDERSTANDING THE REGULATIONS EMPLOYEES IN SCOPE

PERMANENT EMPLOYEES

Actual heads as opposed to FTE.

CONTRACTORS

Working under a contract of employment, a contract of apprenticeship and a contract to personally perform work.

FIXED-TERM CONTRACTS

This group has the same employment rights as permanent employees.

OVERSEAS EMPLOYEES

UK outbound employees working overseas on the snapshot date who are maintaining a link to the UK, as per their work contract.

ZERO HOURS CONTRACTS

If the employee(s) in question have worked during the reporting period.

CASUAL WORKERS

A casual worker should be included if they are not genuinely casual as defined in their contract (see description to the right).

Hourly rates used to establish the gender pay gap figures have been calculated using 'full pay relevant employee' pay received during the pay reference period and contractual working hours in effect on the snapshot date.

Employees excluded include partners, Non-Executive Directors, employees being paid at a reduced rate or received no pay due to annual, maternity, adoption, shared parental, sick or special leave, or having not worked, and consultants and contractors because they are not personally contracted to carry out work or no mechanism is in place to record hours worked.

Casual workers can be excluded if they are genuinely casual. So, for example, are they hired and dismissed on separate contracts whenever they work? Is there an ongoing expectation that they will receive work and can they turn it down, or would they then 'lose their job'? It's a legal grey area; we advise to veer towards including them if you are under any doubt as to whether they are genuinely 'casual', and instead fall under 'workers', 'contractors' or 'employees'.

UNDERSTANDING THE REGULATIONS DEFINING ORDINARY PAY

The payroll snapshot date for calculations is **5th April** each year and must be calculated based on the 'relevant pay period' where the date normally falls.

This is the period in which the relevant employer pays the employee basic pay, whether weekly, fortnightly, monthly etc. Organisations must calculate 'ordinary pay' before deductions for PAYE, national insurance, pension schemes, student loan repayments and voluntary deductions. As such 'ordinary pay' includes:

1	Basic pay (post salary sacrifice deductions)	6	Shift premiums
2	Holiday pay	7	Car allowances paid through the payroll
3	Maternity pay – only if this is the same or higher than the rate of pay the individual would have received had they not been on maternity leave	8	On-call allowances
4	Sick pay - only if this is the same or higher than the rate of pay the individual would have received had they been working on the snapshot date	9	Standby allowances
5	Location or area allowance	10	Clothing allowances
		11	First-aider allowances
		12	Fire-warden allowances

The following are not included within the 'Gender Pay' Reporting definition for ordinary pay:

Overtime pay, expenses, the value of salary sacrifice schemes, benefits in kind, redundancy pay, arrears of pay and tax credits, remuneration referable to redundancy or termination of employment, remuneration in lieu of leave or remuneration provided otherwise than in money.

UNDERSTANDING THE REGULATIONS DEFINING BONUS PAY



Employers must record all amounts of bonus pay paid during the relevant pay period, which should be pro-rata'd where applicable – this, along with the basic pay regulations on the previous slide, constitutes the definition of Ordinary Pay for the purposes of the Gender Pay Gap calculations.



Employers must also record all bonus payments paid in the previous 12 months ending on the 5th April 2021 - these are used to calculate the Bonus Gender Pay Gap figures and are based on actual amounts as opposed to pro-rata or FTE figures.



The bonus gender pay gap is the difference between the bonus pay paid to male relevant employees and that paid to female relevant employees and must be calculated using both the mean and median bonus figures.



Employees on sick leave/maternity leave who are excluded from the Ordinary Pay calculations due to receiving a reduced rate of pay during the relevant pay period are included in the bonus gender pay gap calculations.



Bonus pay is defined as money, vouchers, securities, securities options or interests in securities, and relates to profit sharing, productivity, performance, long service, incentive or commission. Elements of bonus that are awarded as shares or share options are to be treated as paid at the point in time when they would give rise to taxable earnings and the value to be considered for calculating the bonus pay figures is the taxable amount.

UNDERSTANDING THE REGULATIONS

GLOSSARY

RELEVANT EMPLOYEES are employees employed by the employer on 5 April of a given year. This term includes full-pay relevant employees. A full-pay relevant employee is an employee who is employed on the snapshot date and who is being paid their usual full pay during the pay period that includes the snapshot date.

SNAPSHOT DATE is the date which determines the period of pay you are reporting on, which is 5 April. You will then have 12 months to publish your Gender Pay Gap. The information must be published within the 12 months following the snapshot date of 5 April each year which means that you will need to publish your Gender Pay Gap report by 4 April 2022 at the latest.

THE 'RELEVANT PAY PERIOD' is the pay period within which the 'snapshot date' falls. It is the period in respect of which the relevant employer pays the employee basic pay, whether weekly, fortnightly, monthly or any other period, or if the relevant employer does not pay the employee basic pay, the period in respect of which the employer most frequently pays the employee one of the elements of ordinary pay.

THE 'RELEVANT BONUS PERIOD' is the twelve-month period that ends on the 'snapshot date'. The relevant bonus period will always be the preceding twelve months ending on the 'snapshot date' being used for calculations. For example, where the snapshot date is 5 April 2021, the relevant bonus period will be 6 April 2020 to 5 April 2021.

REDUCED RATE OF PAY is pay received by employees in the relevant pay period that is less than their usual or contractual pay, or nil, due to being on or having been on leave (maternity leave, parental leave, sabbatical). In this case they are not a 'full pay relevant employee' and should be excluded from the ordinary pay calculation. If an employee is paid less than usual for reasons other than leave (for example because they have been on strike during the pay period), they still count as a full pay relevant employee.

MEDIAN relates to a value lying at the midpoint of a distribution of values, such that there is an equal probability of falling above or below it.

MEAN is the average number in a set of data.

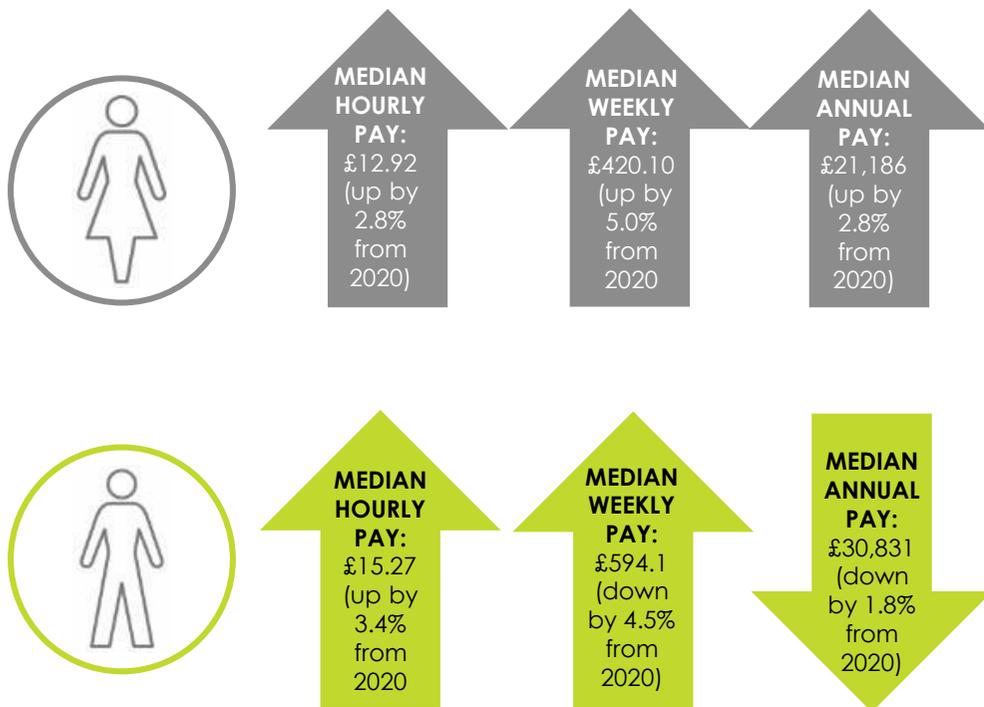
APPENDIX C

CONTEXTUAL INFORMATION



CONTEXTUAL INFORMATION ONS AND UK GOVERNMENT

2021 Update: “Gender pay gap widens to **15.4%**”



The ONS report released on the 3 November 2020 reported the 2020 Gender Pay gap to be 15.5% in favour of men, however, the current release of the same report shows the 2020 Gender Pay gap as 14.9% in favour of men. The ONS advises that “**comparisons with 2020 need to be treated with caution**” because “the data for 2020 was affected by both the coronavirus (COVID-19) pandemic, in terms of wages and hours worked in the economy, and also disruption to the collection of data from businesses”.

The 2021 Gender Pay figures published by the ONS reports that the gender pay gap among all employees is **15.4% in October 2021, up from 14.9% in 2020**. However, the gender pay gap has been declining slowly over time, falling approximately a quarter over the last decade.

The median hourly earnings for full time employees in 2021 shows women earning 92.1% of men’s hourly pay. This is a Gender Pay gap of 7.9%, up from 7.0% in 2020.

Part-time hourly earnings reveal a Gender Pay Gap in favour of women. Part-time male employees earned 97.3% of women’s part-time hourly pay. This is a Gender Pay Gap of **-2.7%, down from -3.5%** in 2020.

The data collected in ASHE 2021 relates to the pay period covering 21 April 2021, at which point approximately 3.7 million employees were furloughed under the Coronavirus Job Retention Scheme, where approximately a half of these furloughed employees received reduced pay. This has the potential to artificially affect the gender pay gap estimates. For example, if a notably higher proportion of men than women (or vice versa) were furloughed with reduced pay, the headline gender pay gap estimates would be more likely to reflect short-term labour market conditions rather than underlying pay trends.

SOURCES:

2020 ONS Gender Pay Report:

<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2020>

2021 ONS Gender Pay Report:

<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2021>

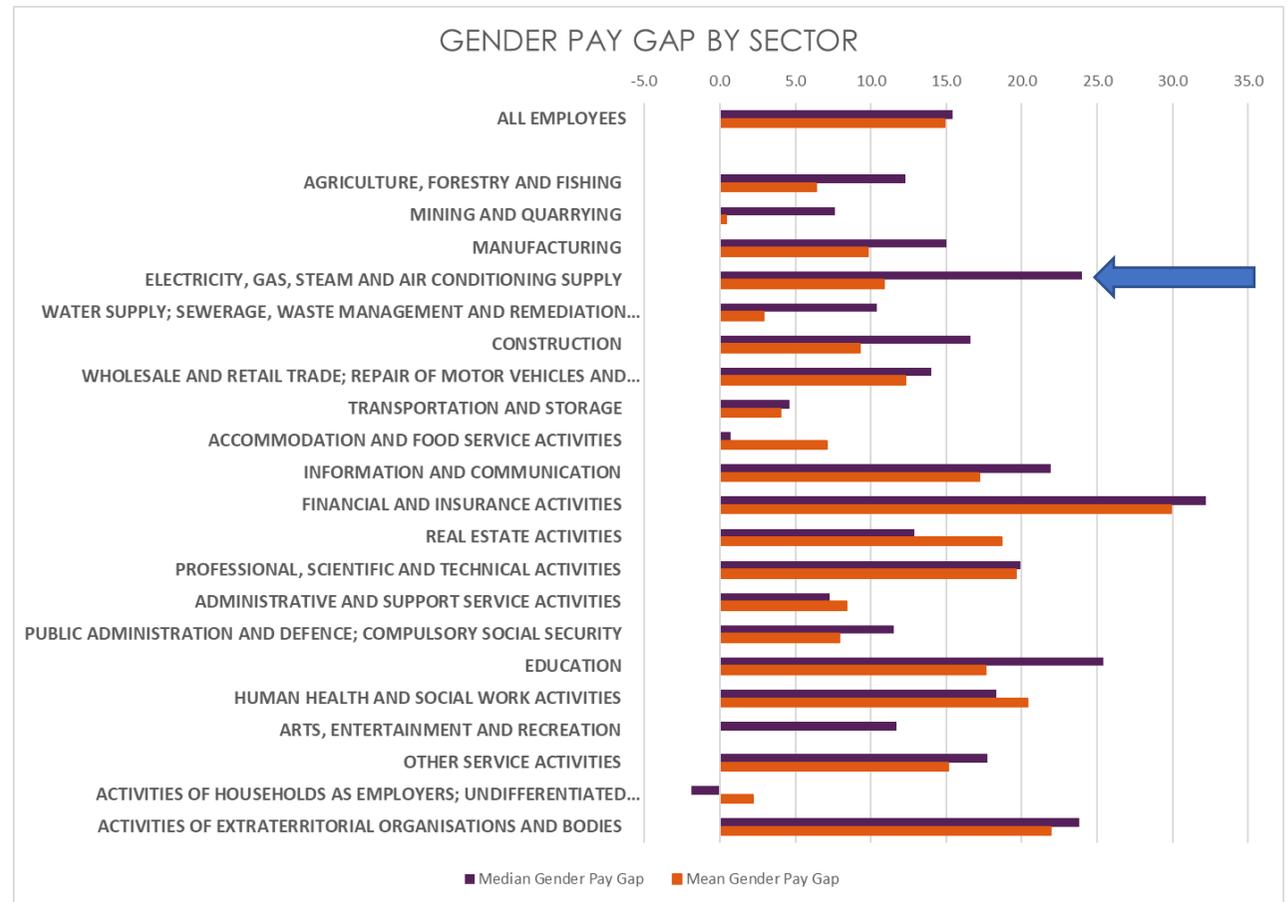
CONTEXTUAL INFORMATION

SECTOR CONTEXT

ELECTRICAL, GAS, STEAM AND AIR CONDITIONING SUPPLY

The current median National gender pay gap for the reporting year 2020/21 released in October 2021 is **15.4% in favour of men**. Due to the Coronavirus pandemic, the reporting deadline for compulsory reporting for relevant organisations was extended to the 5th October 2021, resulting in 9,298 organisations publishing their gender pay gaps.

Based on ASHE data provided by the ONS, the **Electrical, Gas, Steam and Air Conditioning Supply sector** has a mean pay gap of 24% and a median pay gap of 10.9% both in favour of men.



APPENDIX D

NEXT STEPS



WHAT NEXT?

USEFUL CHALLENGES, GOING FORWARD

<p>Succession planning</p>	<p>At present the primary contributory factor towards the base pay gap is that females tend to be the most prominent population within the lower grades and this diminishes as you move up through the grades.</p> <p>Is there a barrier impacting the progression of females at the higher grades. We recommend that consideration is given towards succession planning, talent mapping, hiring, pay progression, and pay setting policies and processes.</p> <p>Are there any areas which might lead to unconscious bias against women. For example, it is widely acknowledged that unconscious bias plays a part in our decision making - even with the best of intentions - and adopting an approach of structured interview questions, which you ask all applicants, ensures you are taking a consistent and objective approach to all candidates. There are also training courses available to help your managers with unconscious bias.</p> <p>The end game is to take a fresh view of existing practice and put in place an action plan which will support in attracting, retaining and developing the best talent regardless of gender.</p>
<p>Learning & development</p>	<p>Do men and women have the same access to development opportunities?</p> <p>Are courses or learning opportunities easily accessible to both genders?</p>
<p>Career progression</p>	<p>Are you satisfied with how many women were promoted within a 1 – 3 year period and does this compare favourably with your organisation’s overall gender composition?</p> <p>Do you regularly audit the ratio of males to females being promoted according to gender in any given year, or looked at it by manager to uncover any potential gender bias? Can you track how far each gender progresses?</p> <p>Do you regularly audit the proportion of roles filled by external recruitment vs. internal promotions? If so, are there any levels that are particularly problematic?</p> <p>Can you monitor and evidence that your career progression plans take account of career breaks for women?</p>
<p>Proactive initiatives</p>	<p>Does your organisation effectively promote successful female role models?</p> <p>Do you encourage networking amongst female employees?</p> <p>Do you offer management development that is specifically targeted towards female emerging leaders?</p>

WHAT NEXT?

USEFUL CHALLENGES, GOING FORWARD, CONT'D

Overall Reward strategy	<p>Is there a commitment to consider and address matters of gender & equal pay?</p> <p>Can it be supported and demonstrated at a senior level?</p>
Action Plan & Policies	<p>What does your action plan look like – in the short/ medium/long term?</p> <p>Would developing or strengthening an Equal Pay Policy help?</p> <p>What policies and practices need to change?</p> <p>How (or will you) communicate this?</p> <p>How can you best track progress made over time?</p> <p>How will you set goals, and meet gender diversity targets?</p>
Job evaluation	<p>Are you satisfied that you have a robust job evaluation system in place? Or that you are applying it fairly and consistently?</p> <p>This will provide the foundation for fairly recognising internal job relativities, i.e. work of equal value.</p>
Pay arrangements	<p>Do you have clear and consistent policies in place? Can you audit to ensure that managers are consistent in the application of base salary levels for new starters, for promotions and 'out of cycle' increases? Beyond base pay levels, do both genders have the same opportunity to obtain bonus payments or any additional allowances?</p>
Recruitment	<p>Can you confidently say that your organisation strives to employ a fair and realistic balance of women and men across the organisation?</p> <p>What do you do to proactively sell your sector to both genders at all levels?</p> <p>Can you be confident providing evidence that your recruitment system is free from gender bias?</p> <p>Do you monitor the ratio of female to male applications in comparison to the number of employees you actually hire?</p>

International reward | reward strategy | executive
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employee engagement | pay benchmarking
job evaluation | pay frameworks
reward communications
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performance management

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