

# The Gender Pay Gap



**BLENHEIM**

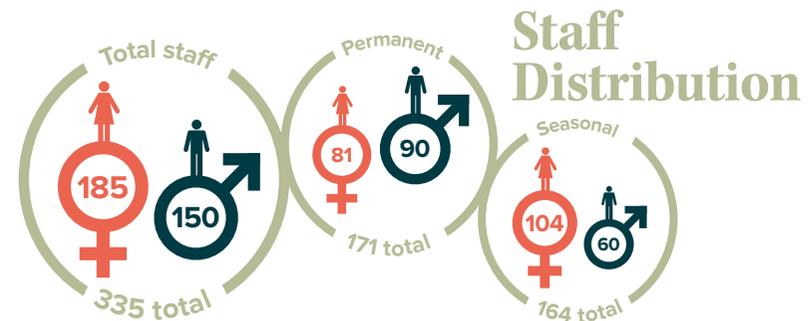
As a business we welcome the second year of gender pay gap reporting. We recognise it is an important contributor to transparency, and we are committed to working to reduce any gap that exists. We recognise due to the size and business activity of our organisation we will experience skews due to seasonality.

One year on, we have had exciting changes in the business which have had some positive impacts on the gap. During the reporting year, the minimum hourly rate for staff was increased from £7.20 to £8.20. Since the reporting date is has increased to £8.50. This has helped close the mean hourly pay gap to 10% from 20% and the median hourly gap to 6% from 16%. Our pay gap exists down to the distribution of staff within our workforce, with more seasonal roles being filled by women. At the snapshot date we had higher seasonal staff employed over the Easter season and this has artificially positively impacted the gap which is unlikely be maintained through to 2019.

The bonus gap will continue to be a challenge for our organisation. The bonus gap has risen as a result of less employees hitting bonus KPIs in the year, therefore reducing the pool of people receiving a bonus and increasing the likeliness of skew. We are currently reviewing the employee bonus scheme and expect this to have a positive impact on the 2020 gender pay gap review.

Our quartile analysis shows we have narrowed the top quartile to 48% women (from 42% last year) and have reduced the percentage of women in lower and lower middle quartile. We are committed to investing in our employees through their annual personal performance discussion to highlight opportunities that are available as well as identifying training needs.

We have made significant progress, but we know this cannot be maintained without additional action.



Through analysis of the gap, we have identified flexible working as a key driver for meaningful change which we believe will not only help the gap, but also positively impact wellbeing, carbon footprint and productivity as well. We encourage working flexibly and different ways of working at every level and across every team and we are working on ways to improve this.

Our ambition is to become a top 100 employer and train 100 apprentices by 2027. These goals will allow us to positively impact the gap through focusing on benefits and training programmes for all staff. We look to encourage and invite local schools to the traditionally male dominated workplaces within our businesses to spread awareness of exciting opportunities at Blenheim through apprenticeships and other roles.

We are an equal opportunities employer and we are committed to challenging unconscious bias through recruitment processes and we recognise it makes business sense to have diversity within our teams. A Blenheim women's forum is being set up for women across the estate to share challenges and opportunities they face at work.

We are committed to moving at a pace that enables us to close the gap and ensures that we continue to attract, develop and retain the widest range of talent available and positively influence the career choices of the next generation and to enhance the lives of the people of Oxfordshire.

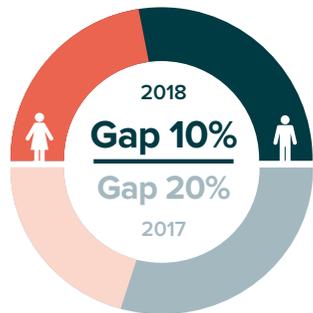
We recognise that Blenheim plays a key influencing role in Oxfordshire and we will drive positive change and promote diversity.

# The Gender Pay Gap Results

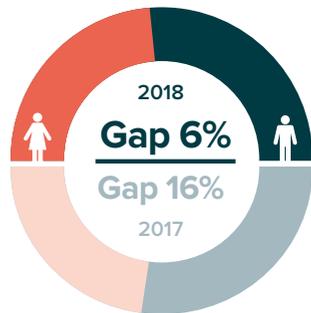


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Mean hourly pay gender pay gap



Median hourly pay gender pay gap



Mean bonus gender pay gap



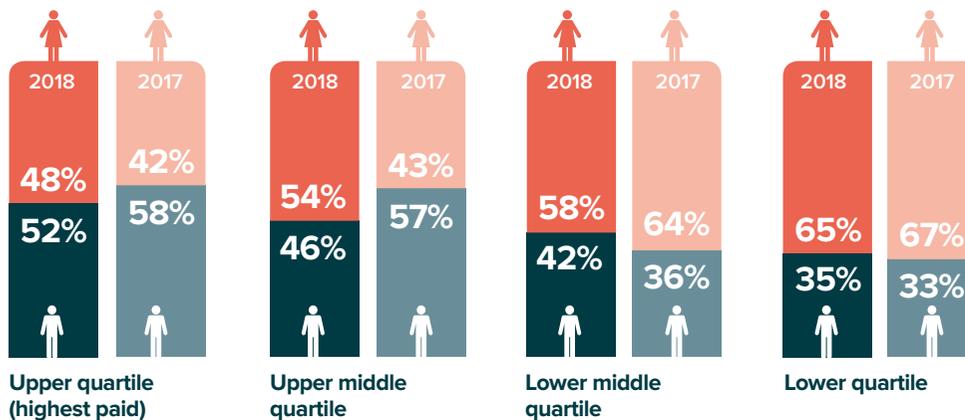
% lower than Men's

Median bonus gender pay gap

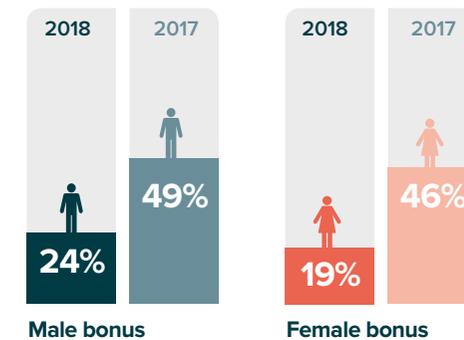


% lower than Men's

Proportion of males and females in each pay quartile per pay period



Proportion of males and females receiving bonus payment



Male bonus

Female bonus

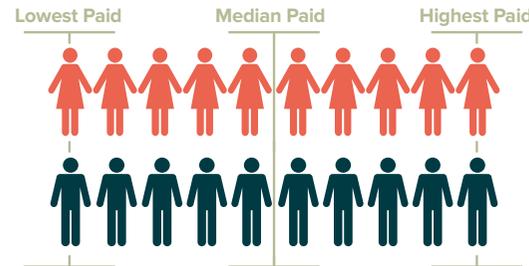


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# Appendix



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## Workforce

Our workforce is created by three employee groups consisting of Senior Management (SMT), Management Team and Employees. The SMT and management team structure are significantly smaller in comparison to employee group and it is within these small groups that pay varies significantly (depending on position, responsibility, experience and qualification) and therefore it is this disparity which has caused the gap.

## Employee Distribution

At the snapshot date, 05.04.18, we employ a total of 335 employees (286 last year) with a similar distribution of more women than men each year. Of our 335 employees, we had 171 permanent staff and 164 seasonal staff.

## Gender pay gap

Gender pay gap is not about equal pay. Equal pay is the legal concept for a man and a woman to be paid the same amount for the same comparable role.

Gender pay gap looks at the pay for all women across the organisation against the pay for all men. A gap arises based on the roles men and women have in the organisation and the pay that role receives.

The gender pay gap is a high-level snapshot of pay within an organisation and shows the difference in the average pay between all men and women in a workforce.

## The median bonus pay gap

This is the difference between the median (middle) value of hourly pay rates (when ordered from lowest to highest) for all men in an organisation, and the median value of hourly pay rates for all women, expressed as a percentage of the median hourly rate for men.

## The mean gender pay gap

This is the difference between the mean (average) value of bonuses for all men in an organisation and the mean value of bonuses for all women, expressed as a percentage of the mean bonus for men.

## The median bonus pay gap

This is the difference between the median (middle) value of bonuses (when ordered from lowest to highest) for all men paid a bonus in an organisation and the median value of bonuses for all women paid a bonus, as a percentage of the median bonus for men.

## The mean bonus pay gap

This is the difference between the mean (average) value of bonuses for all men paid a bonus in an organisation and the mean value of bonuses for all women, expressed as a percentage of the mean bonus for men.

## 25% (quartile) pay distribution

The proportion of men and women in each 25% (quartile) of an employer's pay structure.

How is that worked out?

- Take all the hourly pay rates, ordered from lowest to highest, for all men and women in an organisation and divide them into four equal sections of 25%: lower, lower middle, upper middle and upper.
- Next, calculate the number of men and women within each 25% pay band as a percentage of all employees within that pay band.

