

norse
GROUP

**GENDER PAY
2021**



THE NORSE GROUP GENDER PAY 2021

As the largest local authority trading company (LATCO) in Britain, ensuring we put people at the heart of what we do is integral to the ethical value proposition for our stakeholders and shareholder.

Providing employment and career opportunities in the locations in which we operate is a key element of what Norse Group brings to those locations.

Ensuring fairness in all aspects of our relationships with our staff is key to adhering to our values of Respect and Trust.

We are pleased to present our Gender Pay Report for 2021. A 'gender pay gap' is the percentage difference between the pay of men and women respectively, usually based upon average hourly earnings.

The mean average Norse Group gender pay gap for 2021 is 16.6%, down from 16.8% in 2020. Whilst this small movement is in the right direction, it is not enough and we are driven and focused to achieve more in 2022.

The Norse Group embraces not just gender diversity but the full diversity of every employee through an inclusive and accountable culture.

We seek to embed diversity and inclusion throughout our business because it is a key driver of our success.

All of our values are best served by drawing from the breadth of different backgrounds and experiences available to us through our people.



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NORSE GROUP GENDER
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“We seek to embed diversity and inclusion throughout our business because it is a key driver of our success...”

OUR VALUES



QUALITY

We strive to deliver outstanding quality and make business excellence the standard by which we measure ourselves.



INNOVATION

We embrace new ideas and have the courage to be creative so our services are delivered in the most effective and safe way possible.



RESPECT

We value everyone as an individual. We respect their rights, life choices and the personal contribution they make to our business success.



TRUST

We want to be a trusted provider, partner and employer, recognising that to do so, our word must be our bond. If we say we will do something, we do it.





IN 2021 THE NORSE GROUP EMPLOYED 10,154 PEOPLE IN THE UK ACROSS 35 COMPANIES

In doing so, we are able to create a more complete and well-rounded workforce.

We are able to provide a better standard of service. We are able to understand our customers and the communities in which we live and work.

We recognise that an inclusive culture fosters an environment that increases individual and organisational performance by creating opportunities for all employees to achieve their full potential and give of their best.

With our employees serving customers throughout the UK and across all of its diverse communities, we recognise that sustaining a diverse and inclusive work environment is critical to our success.

In order to leverage diversity and inclusion as a competitive advantage, it is Norse Group policy to:

- Ensure everyone receives equal treatment in all aspects of our employment and working practices
- Foster an open working environment that is free from unlawful discrimination and harassment
- Employ a workforce that reflects as closely as practicable the diverse communities in which we operate
- Raise employee awareness by designing and delivering sustainable diversity initiatives
- Act as an employer of choice, and influence our industry peers and business partners to adopt similar diversity standards and goals.

57.5% of our workforce are women. Our gender pay gap is primarily caused by having fewer women in senior positions, fewer women in specialist roles, and fewer women in traditionally male-dominated roles.

Norse is committed to improving in these core areas by:

- Offering enhanced maternity and paternity provisions for all
- Ensuring equal and inclusive opportunities for development and progression
- Attracting more females to traditionally male-dominated roles
- Attracting more females to senior roles and supporting them into those roles by developing a leadership framework focused for women and supported by a women's mentoring programme.

Norse Group will continue to focus on these priority areas in the coming years and is committed to achieve a better gender balance, thereby further closing our gender pay gap.

In 2021 the Norse Group employed 10,154 people in the UK across 35 companies. Out of our 35 companies, nine employed more than 250 people and were therefore required to publish their gender pay gap figures. Details of these individual company results can be found at the end of this document.

Across the UK, men earned 15.4% more than women in April 2021 according to the Office for National Statistics. This figure is calculated on a 1% sample of employees' jobs.

It uses the 'median average' for men and women, which is the level of pay which falls in the middle of the range of earnings, ie, half of people earn more than the median average, and half earn less.

We recognise that the Norse Group gender pay gap is slightly higher than the national average. This is unsatisfactory and we are committed to doing better.

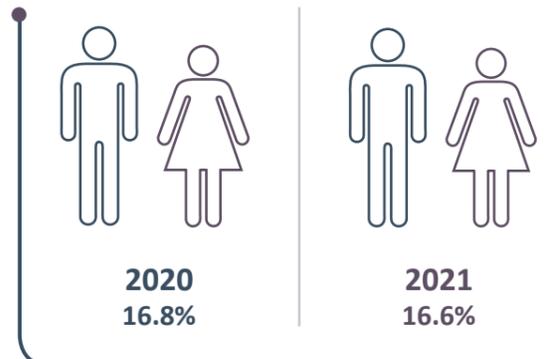
It is also important to understand, however, that this is not a comment upon *equal* pay. Equal pay considers the specific circumstances of specific individuals, whereas the gender pay gap is a tool to help us identify and improve upon more nuanced issues inherent within pay systems.



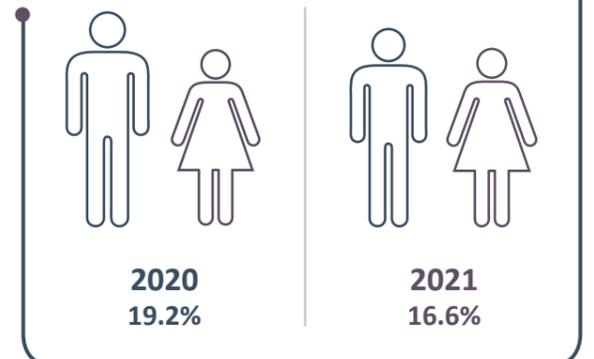
OF OUR WORKFORCE ARE WOMEN

THE NORSE GROUP GENDER PAY FIGURES

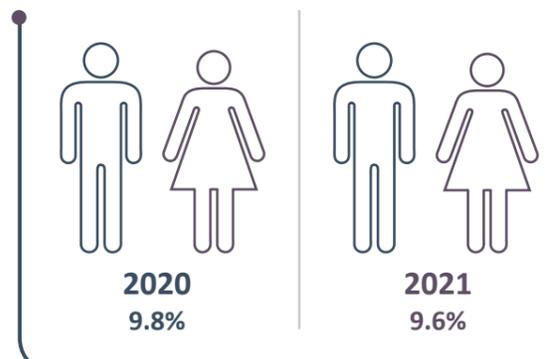
MEAN GENDER PAY GAP



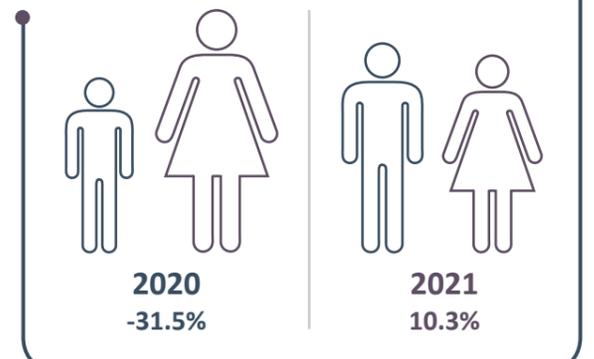
MEAN GENDER BONUS GAP



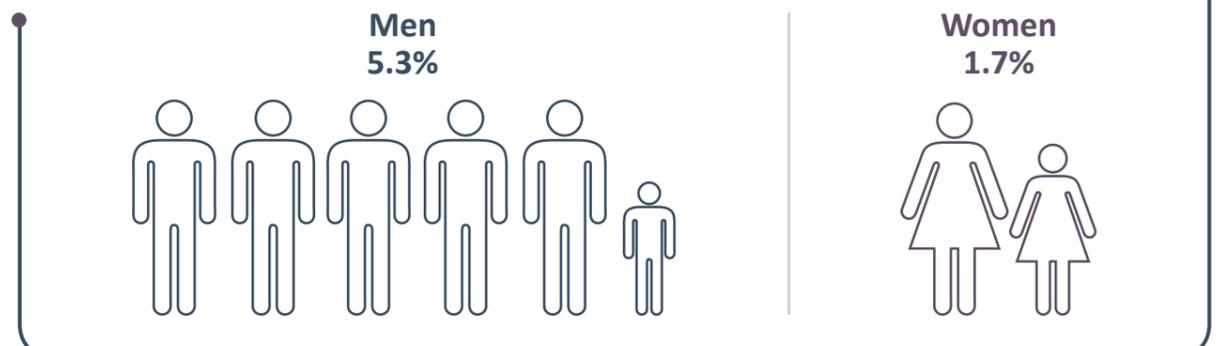
MEDIAN GENDER PAY GAP



MEDIAN GENDER BONUS GAP



PROPORTION RECEIVING A BONUS



GENDER PAY 2021

	NORSECARE SERVICES LIMITED		NORSE EASTERN LIMITED		DEVON NORSE LIMITED		NORSE COMMERCIAL SERVICES LIMITED	
Total Number of Staff	1,789		1,647		1,080		1,021	
Mean gender pay gap hourly pay	7.3%		18.5%		4.4%		24.8%	
Median gender pay gap hourly pay	-3.8%		19.2%		3.1%		15.0%	
Mean gender pay gap bonus pay	40.7%		56.4%		50.5%		70.4%	
Median gender pay gap bonus pay	-1.4%		27.6%		46.4%		58.8%	
	Female	Male	Female	Male	Female	Male	Female	Male
Bonus proportion %	1.2%	3.3%	0.9%	1.1%	0.5%	1.1%	4.1%	4.0%
Lower quartile %	86.4%	13.6%	73.3%	26.7%	68.9%	31.1%	69.1%	30.9%
Lower middle quartile %	90.6%	9.4%	90.5%	9.5%	78.9%	21.1%	60.8%	39.2%
Upper middle quartile %	91.7%	8.3%	70.9%	29.1%	75.9%	24.1%	59.2%	40.8%
Upper quartile %	89.3%	10.7%	15.6%	84.4%	57.8%	42.2%	36.9%	63.1%
Number of staff	1,601	188	1,031	616	760	320	577	444
Mean Hourly Rate	£11.14	£12.01	£9.39	£11.53	£9.42	£9.85	£11.48	£15.27
Median Hourly Rate	£10.59	£10.21	£8.95	£11.08	£8.95	£9.24	£9.21	£10.84
Mean Bonus (where paid)	£1,481.68	£2,498.16	£864.14	£1,982.14	£1,018.75	£2,057.14	£1,338.27	£4,520.25
Median Bonus (where paid)	£1,850.00	£1,825.00	£1,050.00	£1,450.00	£750.00	£1,400.00	£825.00	£2,000.00

	BARNESLEY NORSE LIMITED		MEDWAY NORSE LIMITED		NORSE TRANSPORT LIMITED		NEWPORT NORSE LIMITED		WAVENEY NORSE LIMITED	
Total Number of Staff	739		738		320		302		294	
Mean gender pay gap hourly pay	2.8%		7.3%		3.7%		24.1%		4.7%	
Median gender pay gap hourly pay	5.3%		7.7%		1.9%		18.2%		7.7%	
Mean gender pay gap bonus pay	-150.0%		-20.4%		100.0%		0.0%		15.1%	
Median gender pay gap bonus pay	-150.0%		-22.3%		100.0%		0.0%		9.8%	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Bonus proportion %	0.2%	0.9%	1.0%	7.4%	0.0%	0.6%	0.0%	0.0%	1.0%	2.5%
Lower quartile %	89.2%	10.8%	62.2%	37.8%	80.0%	20.0%	76.3%	23.7%	40.5%	59.5%
Lower middle quartile %	91.4%	8.6%	60.5%	39.5%	73.8%	26.3%	81.6%	18.4%	4.1%	95.9%
Upper middle quartile %	91.9%	8.1%	10.9%	89.1%	26.3%	73.8%	69.3%	30.7%	4.1%	95.9%
Upper quartile %	64.1%	35.9%	21.7%	78.3%	26.3%	73.8%	28.0%	72.0%	20.5%	79.5%
Number of staff	622	117	287	451	165	155	193	109	51	243
Mean Hourly Rate	£9.24	£9.51	£9.67	£10.43	£9.33	£9.69	£10.26	£13.53	£10.31	£10.82
Median Hourly Rate	£8.95	£9.45	£9.09	£9.85	£9.24	£9.42	£9.49	£11.60	£9.05	£9.81
Mean Bonus (where paid)	£3,125.00	£1,250.00	£858.01	£712.72	-	£1,825.00	-	-	£1,150.00	£1,354.17
Median Bonus (where paid)	£3,125.00	£1,250.00	£658.86	£538.59	-	£1,825.00	-	-	£1,150.00	£1,275.00

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