

# GENDER PAY REPORT

2022

**CHOLE JONES**  
GROUNDS MAINTENANCE  
OPERATIVE  
WEST NORTHAMPTONSHIRE NORSE

**AS BRITAIN'S LARGEST LOCAL AUTHORITY  
TRADING COMPANY (LATCO), PUTTING  
PEOPLE AT THE HEART OF WHAT WE DO  
IS INTEGRAL TO THE ETHICAL VALUE  
PROPOSITION FOR OUR STAKEHOLDERS,  
SHAREHOLDERS AND EMPLOYEES.**

Our current Group business activity and growth centres on the provision of essential services to support local communities across England, Scotland and Wales.

Our employees work in these communities as part of Norse Group to help improve people's lives. We embrace 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 crucial driver of our success. Our values are best served by drawing from the breadth of different backgrounds and experiences available to us through our people. A key strand of our people plan focuses on learning, growth and development, with the key message centred on all colleagues being supported to reach their performance potential.

Culture and our environment are also critical factors. We know the environment we create for our employees will help determine the real level of opportunity and inclusivity that we demonstrate, and that scope is broader than just gender.

The continual development of our wellbeing strategy looks at how we can be our best selves at work and focuses on how we behave towards ourselves and others.

Specific campaigns concentrate on areas such as menopause awareness, and making reasonable adjustments for all can help ensure we build on embracing and accepting our differences and create an environment where everyone is comfortable being themselves at work.

**EQUAL PAY AND  
THE GENDER  
PAY GAP**

It is important to note that there is a fundamental difference between a gender pay gap and equal pay. The gender pay gap is the difference between the hourly earnings (excluding overtime) or bonus pay between men and women across all jobs within the workforce.

Equal pay is men and women being paid the same for the same work. We are confident that at Norse Group, we pay men and women equally for work of equal value.

We are pleased to present our Gender Pay Report for 2022. A 'gender pay gap' is the percentage difference between men's and women's pay, usually based on average hourly earnings.

On 5 April 2022, Norse Group employed 9,451 people in the UK across 36 companies. Out of our 36 companies, eight employed more than 250 people and were required to publish their gender pay gap figures.

Details of these individual company results can be found at the end of this document.

The gender pay gap figures are for the combined group. For 2022, we are pleased to report a significant reduction in our median hourly pay gap was 6.5%. This is a decrease of over 3% from 2021 (9.6%). The April 2022 mean gender pay of 16.6% reflects our workforce at that point in time.

Changes to our workforce occur as contracts move in and out of the organisation and as we respond to the needs of our customers. As a result, our gender pay gap will fluctuate, reflecting the changing demographic of our workforce.

The gender bonus gap reflects wider initiatives, including a newly introduced welcome bonus for new employees within our Care Service and bonus linked to protected terms and conditions.



**OUR WELLBEING STRATEGY  
LOOKS AT HOW WE CAN BE OUR  
BEST SELVES AT WORK**

**KATIE MARRISON, NORSE GROUP HR DIRECTOR**



**ON 5 APRIL 2022,  
NORSE GROUP  
EMPLOYED 9,451  
PEOPLE IN THE  
UK ACROSS 36  
COMPANIES**

Due to nationwide difficulties within Care, the welcome bonus significantly increased the number of female employees receiving a set bonus at a much lower rate. The bonus was introduced to aid in recruiting employees into this sector. This bonus introduction has resulted in a significant shift in our bonus figures.

Despite progress, there are still areas where we can improve. We recognise that the Norse Group gender pay gap is slightly higher than the national average.

This needs improvement, and we are committed to doing better. Among the many challenges COVID-19 has brought us, research has told us that it has disproportionately impacted women in the workplace and negatively affected progress towards gender parity.

This is due to a more significant proportion of jobs held by women being impacted, the burden of unpaid caring responsibilities

falling to women, and the subsequent impact this has had on their ability to participate in paid work during the pandemic.

Post-pandemic Covid-19, Brexit, and general inflation have highlighted the critical need for provision and service redesign for our customers. We will keep the needs of our customers and their communities at the core of the models we design and implement. Our group service portfolio and public sector ethos allow us to focus on being a strategic partner to empower our customers to face these challenges head-on.



**WE RECOGNISE THAT SUSTAINING A  
DIVERSE AND INCLUSIVE ENVIRONMENT IS  
CRITICAL TO NORSE GROUP'S SUCCESS**

**KATIE MARRISON, NORSE GROUP HR DIRECTOR**

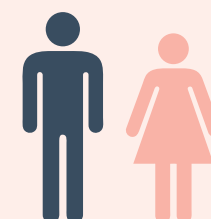
With our employees serving customers throughout the UK and across all diverse communities, we recognise that sustaining a diverse and inclusive environment is critical to our success.

**We are continuing to focus on the following areas to reduce our gender pay by:**

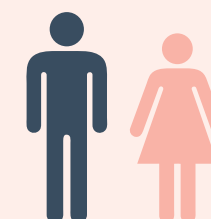
- Focussing on improving gender diversity at senior level roles. At an Executive Team and Board level, there are more men, which disproportionately impacts the gender pay gap.
- Attracting more females to traditionally male-dominated roles and vice versa.
- Ensuring equal and inclusive opportunities for development and progression.
- We are investing in a programme of development opportunities available to all of our colleagues, including leadership and professional qualifications, to support gender balance and diversity as and when great opportunities arise.
- We are embedding a thorough and objective approach to succession and talent planning, identifying future opportunities and implementing actions and programmes to ensure a level playing field and gender balance when promotions become available.

## THE NORSE GROUP GENDER PAY FIGURES

### MEAN GENDER PAY GAP



**2021  
16.6%**

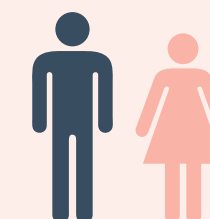


**2022  
16.6%**

### MEAN GENDER BONUS GAP

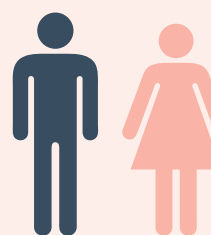


**2021  
16.6%**

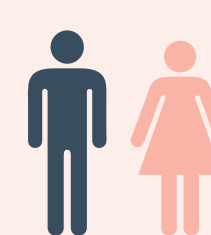


**2022  
78.2%**

### MEDIAN GENDER PAY GAP



**2021  
9.6%**

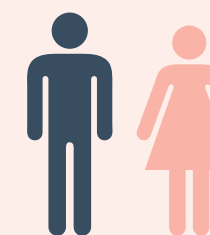


**2022  
6.5%**

### MEDIAN GENDER BONUS GAP



**2021  
10.3%**

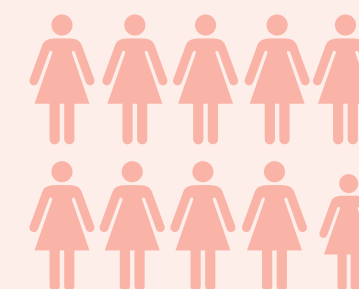


**2022  
78.3%**

### PROPORTION RECEIVING A BONUS



**Men  
8.0%**

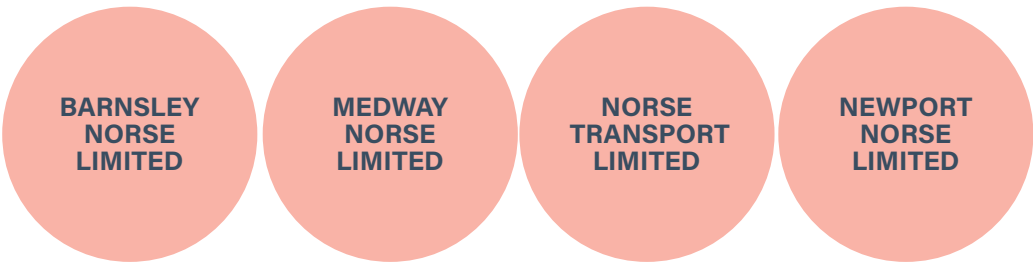


**Women  
9.7%**

GENDER PAY 2022



Total Number of Staff	2,130		1,481		1,060		984	
Mean gender pay gap hourly pay	7.2%		19.2%		17.3%		19.0%	
Median gender pay gap hourly pay	-0.8%		23.7%		5.0%		12.6%	
Mean gender pay gap bonus pay	8.4%		59.2%		0.0%		100.0%	
Median gender pay gap bonus pay	16.7%		68.1%		0.0%		100.0%	
	Female	Male	Female	Male	Female	Male	Female	Male
Bonus proportion %	23.1%	23.1%	0.3%	0.7%	0.0%	0.0%	0.0%	0.2%
Lower quartile %	91.7%	8.3%	91.4%	8.6%	76.6%	23.4%	69.5%	30.5%
Lower middle quartile %	88.6%	11.4%	68.1%	31.9%	70.9%	29.1%	60.2%	39.8%
Upper middle quartile %	92.5%	7.5%	65.4%	34.6%	76.6%	23.4%	53.3%	46.7%
Upper quartile %	91.5%	8.5%	16.2%	83.8%	44.5%	55.5%	34.6%	65.4%
Number of staff	1,940	190	893	588	712	348	535	449
Mean Hourly Rate	£11.26	£12.14	£10.12	£12.52	£10.24	£12.38	£12.45	£15.36
Median Hourly Rate	£10.79	£10.70	£9.50	£12.45	£9.46	£9.96	£10.08	£11.53
Mean Bonus (where paid)	£113.00	£123.38	£833.33	£2,042.86	-	-	-	£2,390.48
Median Bonus (where paid)	£111.49	£133.78	£500.00	£1,568.23	-	-	-	£2,390.48



740		664		300		294	
2.5%		7.4%		2.6%		25.9%	
4.9%		6.9%		0.9%		18.0%	
0.0%		-71.2%		0.0%		0.0%	
0.0%		-30.2%		0.0%		0.0%	
Female	Male	Female	Male	Female	Male	Female	Male
0.0%	0.0%	1.3%	20.9%	0.0%	0.0%	0.0%	0.0%
90.3%	9.7%	67.5%	32.5%	82.7%	17.3%	81.1%	18.9%
86.5%	13.5%	45.2%	54.8%	80.0%	20.0%	85.1%	14.9%
88.1%	11.9%	6.6%	93.4%	26.7%	73.3%	68.5%	31.5%
69.2%	30.8%	23.5%	76.5%	26.7%	73.3%	28.8%	71.2%
618	122	237	427	162	138	194	100
£9.83	£10.08	£10.41	£11.24	£10.56	£10.84	£11.29	£15.23
£9.46	£9.95	£9.65	£10.37	£10.49	£10.58	£10.49	£12.79
-	-	£1,054.72	£616.08	-	-	-	-
-	-	£679.70	£522.09	-	-	-	-



A handwritten signature in black ink, appearing to be 'J Galliford', written over a white background.

Justin Galliford  
CEO



A handwritten signature in black ink, appearing to be 'Katie Marrison', written over a white background.

Katie Marrison  
Norse Group HR Director



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