

# Gender Pay



# Report 2023



# At Norse, we as a Group combine breadth, expertise, and scale

with the insight of a local partner and the values of the public sector. To deliver the spaces and services that communities need to thrive.



Katie Marrison,  
Norse Group HR Director

We're an organisation of 9,000 local people—combining national scale and capability with deep local connection and insight where our people can flourish and grow, both now and in the future, driving equal opportunities for all.

With our internal cultural north star of improving people's lives, we pride ourselves on always making everyone feel welcome—regardless of who they are, where they work and what they do. We are real people who look after every one of us, offering a helping hand to those who need it.

**Our people deliver their best for our customers when they feel they can be themselves at work and are valued and respected.**

It's embedded in our values and expectations of leaders and is a unifying thread across our business. Our values guide us in the right way to achieve our vision of living in a society of thriving communities. Together, we operate in an environment where ideas are encouraged and shared, and voices are heard.

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 2023. A 'gender pay gap' is the percentage difference between men's and women's pay, usually based on average hourly earnings.

On 5 April 2023, Norse Group employed 9,307 people in the UK across 28 companies. Out of our 28 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.

Our mean gender pay gap for 2023 is 15.1%, an improvement of 1.5% vs 2022. Our gender pay gap report for 2023 shows

that although Norse Group has seen an improvement across our mean pay gap, our median pay gap increased in the last year by 0.3% to 6.8%.

While Norse predominantly employs females, the representation of women is more significant in the lower quartiles. Last year, our fundamental focus was to improve gender diversity in senior-level roles.

I am pleased to report that we have increased the number of women within our Executive Team and senior management roles; however, we remain on this journey to advance this. Therefore, we must do more to provide development programs to invest in and support women's career advancement, focusing on mentorship, training, and opportunities for skill development and diversification.

We recognise that we still need to do more to improve representation at all levels of the business and be relentless in our work to ensure that our diversity, equity, and inclusion plan is fully embedded in every facet of our organisation.

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# Our commitments

We still need to focus on the appeal of traditionally male-dominated roles to attract more women and encourage greater interest from men in fields traditionally dominated by females.

We must equip hiring managers to ensure that inclusive recruitment remains at the forefront at every stage of our resourcing processes. We will ensure the use of gender-neutral language in all our job adverts.

Our new recruitment system will offer us statistics that will allow us to monitor the gender balance of job applications actively through monthly reporting. This will enable us to keep track of candidates who have applied, have been shortlisted and have been hired and shape our recruitment activity accordingly.

We will offer our hiring managers guides and training to equip them in the recruitment processes, which will remind hiring managers of the importance of avoiding bias in the interview process.

Bespoke development plans: we work closely with women across our business to understand their career aspirations and help them build customised development plans to support their personal progression.

We want all our people to be their best, whatever life brings. In our commitment to supporting women's health in the workplace, we have sought to improve the understanding of menopause, especially at work.

We aim to create a positive working environment and support colleagues approaching this milestone in their health. We have facilitated education and awareness training modules on menopause and introduced a Menopause Guide.

We have introduced our diversity, equality and inclusion forum, sponsored by members of our leadership team, who work with our people to drive meaningful change.

The Diversity, Equality, Inclusion and Belonging strategy will be developed further to do what we believe suits our communities, people and partners, even in challenging circumstances. This strategy will ensure we equip and empower our leaders in Senior Management.

We will offer Equality, Inclusion, Diversity and Belonging training for our business leaders, directors and managers and share these learnings with all colleagues so that everyone is clear on their role in creating an inclusive culture for our colleagues and customers.

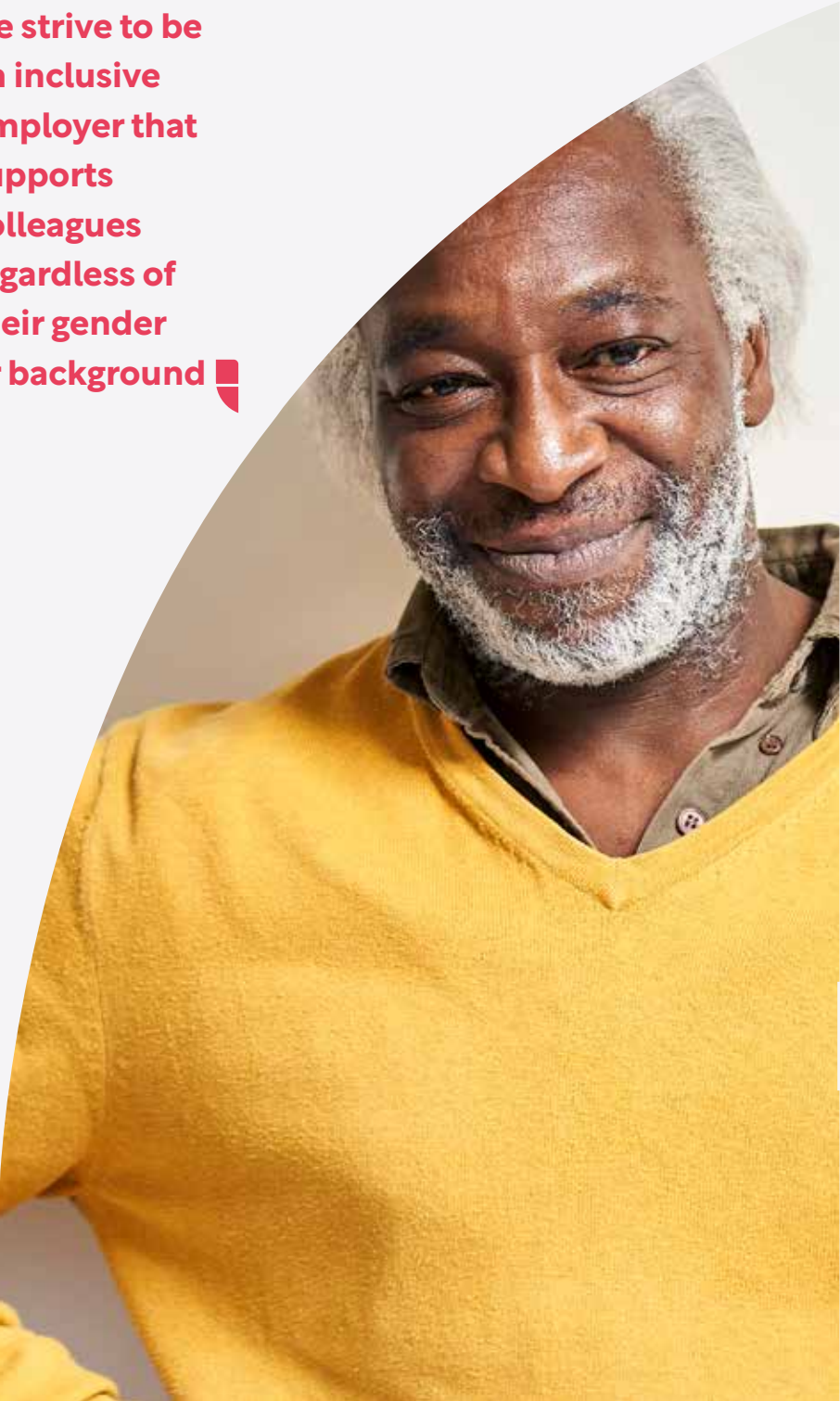
New support materials will be introduced this year, including DEI&B guides. Our leadership team and managers will make these guides available across the business to ensure a consistent and inclusive approach to talent management in preventing/reducing the chance of unconscious bias.

For our people, we strive to be an inclusive employer that supports colleagues regardless of their gender or background and tackles any barriers that are preventing them from thriving. We plan to regularly review our progress and focus on the areas where we need to improve.

We are committed to providing a diverse, inclusive, supportive workplace and clear and equal opportunities for all colleagues to progress their careers and continue to do great work at Norse Group, regardless of gender, so we are "United in Purpose".

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**We want all our people to be their best, whatever life brings.**

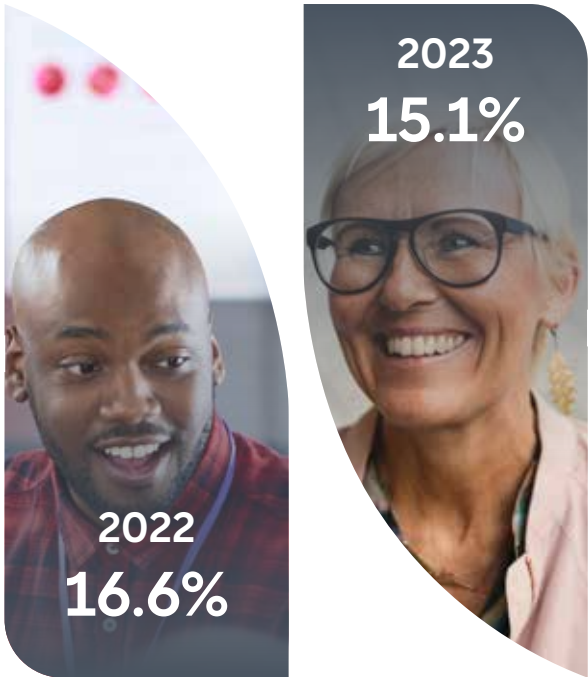




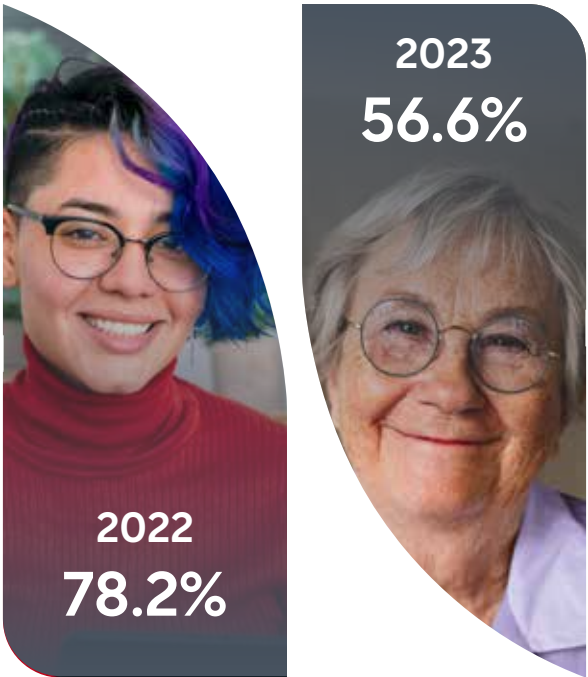
The Norse Group Gender Pay Figures



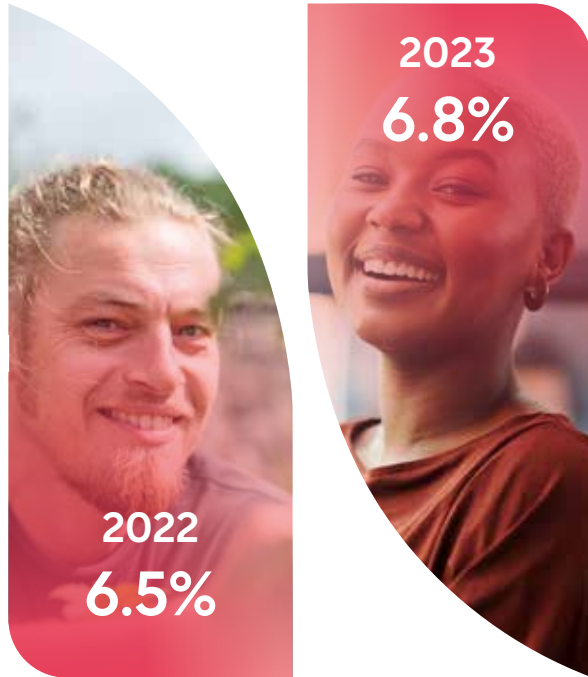
Mean gender pay gap



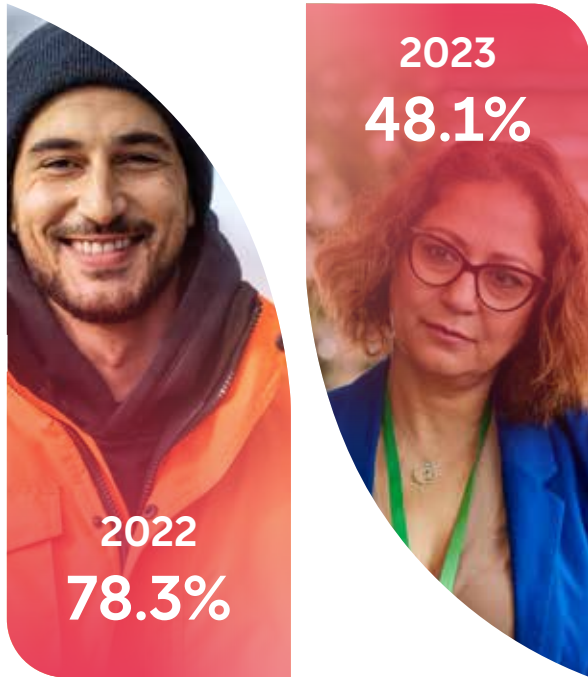
Mean gender bonus gap



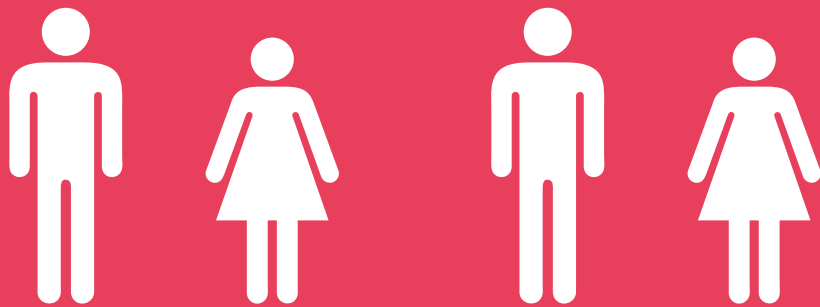
Median gender pay gap



Median gender bonus gap



Proportion receiving a bonus



2022  
78.2%

2023  
70%



Gender Pay Gap 2024

Gender Pay Report 2024

Company	Total Number of Staff	Lower Quartile % (F)	Low Mid Quartile % (F)	Up Mid Quartile % (F)	Upper Quartile % (F)	Lower Quartile % (M)	Low Mid Quartile % (M)	Up Mid Quartile % (M)	Upper Quartile % (M)
Totals	9,307	70.8%	64.3%	60.8%	45.1%	29.2%	35.7%	39.2%	54.9%
Norse Care	2,261	86.4%	90.6%	90.6%	90.4%	13.6%	9.4%	9.4%	9.6%
Norse Eastern	1,391	90.5%	67.0%	59.2%	21.3%	9.5%	33.0%	40.8%	78.7%
Norse Main	1,252	76.4%	63.3%	55.3%	36.1%	23.6%	36.7%	44.7%	63.9%
Norse South West	956	78.7%	74.5%	79.9%	47.7%	21.3%	25.5%	20.1%	52.3%
Medway Norse	684	37.4%	38.6%	35.1%	23.4%	62.6%	61.4%	64.9%	76.6%
Barnsley Norse	535	86.6%	91.0%	89.6%	64.7%	13.4%	9.0%	10.4%	35.3%
Newport Norse	310	79.5%	83.3%	72.7%	26.0%	20.5%	16.7%	27.3%	74.0%
Norse Transport	296	77.0%	78.4%	28.4%	37.8%	23.0%	21.6%	71.6%	62.2%

Female

Male



Number of Staff (F)	Mean Hourly Rate (F)	Median Hourly Rate (F)	Mean Bonus (where paid) (F)	Median Bonus (where paid) (F)	Number of Staff (M)	Mean Hourly Rate (M)	Median Hourly Rate (M)	Mean Bonus (where paid) (M)	Median Bonus (where paid) (M)
5,610	£11.89	£10.79	£587.41	£300.00	3,697	£14.01	£11.58	£1,352.95	£578.20
2,024	£12.09	£11.50	£219.10	£200.00	237	£12.39	£11.46	£211.43	£200.00
828	£11.27	£10.42	£746.36	£500.00	563	£14.56	£12.99	£2,050.82	£1,831.00
723	£12.84	£10.50	£2,002.65	£750.00	529	£15.95	£12.15	£3,515.90	£2,500.00
671	£11.15	£10.42	£691.56	£613.89	285	£13.56	£11.13	£2,024.59	£1,250.00
230	£11.09	£10.38	£1,236.43	£1,035.61	454	£11.51	£10.38	£687.92	£549.50
444	£10.70	£10.38	-	-	91	£10.98	£10.72	-	-
203	£11.63	£10.89	£1,900.00	£1,900.00	107	£15.96	£13.37	£2,901.82	£2,400.00
164	£10.66	£10.49	£750.00	£750.00	132	£10.84	£10.58	£666.67	£500.00

Female

Male

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