



# Gender Pay Gap Report 2019

## At OneFamily we are committed to fostering and promoting a diverse culture built on the principles of equal opportunity

As a member owned business we aim to reflect the communities from which we draw our customers and employees. This means working towards both men and women being equally represented across all levels within our organisation. It is important to us to encourage greater gender equality, particularly in Financial Services, by reducing the gender pay gap over time and creating an inclusive and fair workplace for everyone.

### Chairman Foreword

As a Board we recognise that there is more we can do to ensure that men and women are equally represented across all levels of One Family. We remain committed to taking positive action to act to close the gap and one of those steps is our recent announcement that we have signed up to HM Treasury's 'Women in Finance' Charter, committing us to actions to promote better gender balance.

**Graham Lindsay, Chair of the Remuneration Committee.**

### Simon Markey - CEO

I can confirm the data in this report to be accurate



### What are we required to report?

#### Mean gender pay gap

*The difference between the average pay (using hourly rates) for men compared to women, divided by the average pay for men*

#### Mean gender bonus gap

*The difference between the average bonus of men compared to women divided by the average bonus of men*

#### Median gender pay and bonus gap




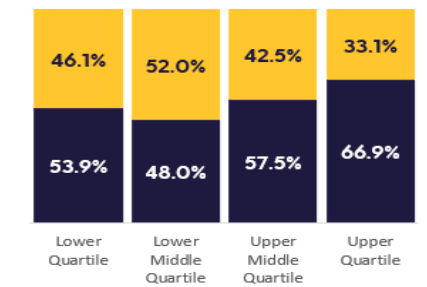
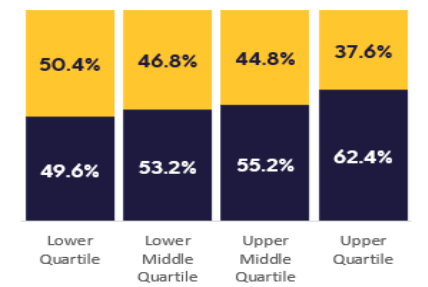
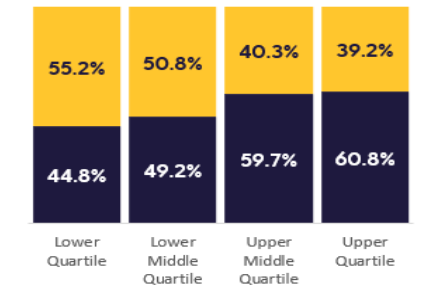
*The difference between mid-points of pay and bonus for men compared to the mid-points of pay and bonus of women, divided by the mid-points for men*

#### Proportion of females and males in each pay quartile

*The proportion of males and females into quartiles ranging from the lowest hourly rate (lowest 25%) to the highest hourly rate (highest 25%).*

### Our legal obligation

All private and voluntary sector employers with 250 or more employees are required to report the gender pay gap annually. This is the difference between the average (mean or median) pay of all men and women in a workforce (expressed as a percentage of men's pay) calculated on the snapshot date of 5 April each year. The results must be publicly reported within 12 months of that date. As of 5<sup>th</sup> April 2019 OneFamily, had 502 Full Pay Relevant employees.

Key Data	2017	2018	2019
Pay	<b>Mean: 20.3%</b> <b>Median: 13.4%</b>	<b>Mean: 18.3%</b> <b>Median: 9.1%</b>	<b>Mean: 18.4%</b> <b>Median: 16.3%</b>
Bonus	<b>Mean: 44.9%</b> <b>Median: 23.5%</b>	<b>Mean: 53.6%</b> <b>Median: 13.6%</b>	<b>Mean: 46.2%</b> <b>Median: 17.2%</b>
Proportion of males and females receiving a bonus			
Proportion of males and females by quartile			
Total Full Pay Relevant Employees	509	499	502

## Gender Pay Gap vs. Equal Pay

**Gender Pay Gap** is a measure of the difference between men and women's average hourly rates across a whole organisation and is expressed as a percentage of men's earnings. This is an averaged figure across the whole organisation (irrespective of the equality and/or similarity of their work) and this does not represent the gap between every male and female. Having a Gender Pay "gap" is not representative of an equal pay issue.

**Equal Pay** is a regulatory means to ensure that men and women who work for the same employer and are performing equal work receive equal pay, as per the Equality Act 2010.

## Key Trends

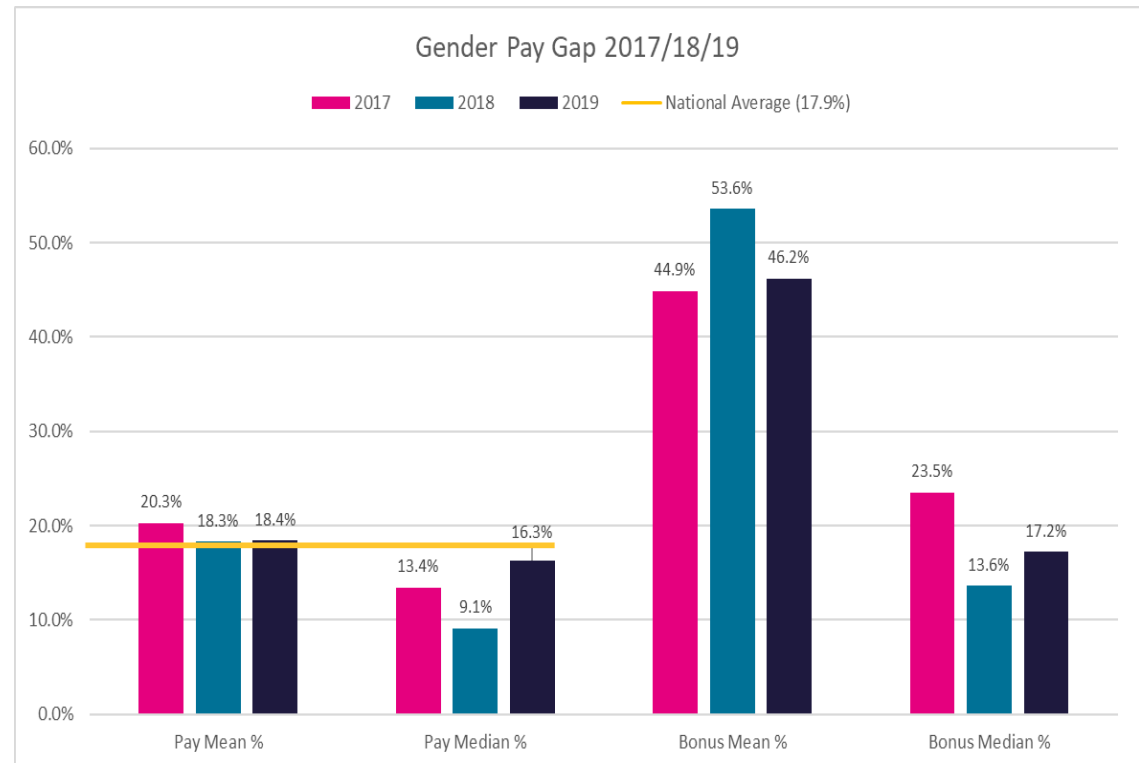
By comparing the original Gender Pay Gap report of 2017 we can identify some key trends:

**Pay mean and median:** our mean has remained around the national average\* for 2018 and 2019 and has improved since our initial results in 2017. The median has remained below the national average\* for 2017, 2018 and 2019.

**Bonus mean and median:** the bonus median gap has remained below the national average\* for 2018 and 2019 and is an improvement from the initial 2017 result.

**Proportion of male/females receiving a bonus:** 85.2% of our female population and 90.5% of our male population received a bonus in 2018. There was lower eligibility within our female population due to their appointment date and female attrition prior to bonus payments.

**Pay quartiles:** there has been a consistent increase in the number of women in the Upper Quartile year-on-year and an increase in ratio of females by 6.1% in 2019 compared to 2017. We continue to improve the ratio even further between females and males in all the quartiles.



\*National Average for all employees (full-time and part-time) is **17.9%**, Mean and Median, at the time of writing. Source: ONS article "Gender Pay Gap in the UK: 2018" dated 25/10/2018. Please note that for the bonus mean and median calculations there is not an official national average figure available for comparison.

## Progress since 2017

Since the start of the Gender Pay Gap report in 2017, OneFamily have taken a number of steps forward:

- A new Job Family Framework has been implemented which has brought OneFamily closer to providing clearer and more transparent career pathways for employees, whilst strengthening the internal reward governance
- Evaluated, reviewed and benchmarked all roles within the organisation utilising external resources to ensure objectivity
- Committed to paying the Real Living Wage which has boosted earnings for low earners
- Implemented a remuneration review for the lowest earners in the organisation reducing variable pay and increasing fixed pay
- The overall ratio of females in the sample has improved, 43.42% in 2017 to 46.41% in 2019.

## Explaining the 2019 gap

Although we have seen a steady increase in the proportion of full pay relevant female colleagues over the past couple of years, we recognise that the current structure of our colleague population still presents us with a number of challenges:

- Overall, we have a larger male colleague population across our organisation
- We have a higher number of men occupying senior management roles compared to women, however the Executive Leadership Team is well balanced with a ratio of 50/50.

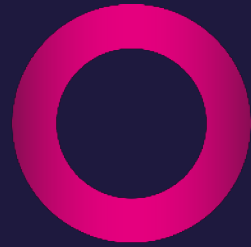
Whilst we currently have a number of initiatives in place, we acknowledge that we can do more to close the identified gaps and, to that end, we will continue to review our people policies and team structures to identify where further enhancements can be made and to promote internal progression for females where possible. We have already taken steps forward by introducing talent and succession planning initiatives in 2019 to further enhance internal progression for both females and males.

## Steps towards closing the gap

We remain committed to taking positive action and will make particular effort to:

- Continue to identify and develop our female talent early on in their careers, especially at the middle/senior management level
- Develop a more open and transparent approach to career progression to better articulate career pathways for colleagues at all levels
- Continue to resource fairly by providing a balance of both male and female candidates for advertised vacancies and anonymised CVs
- Roll out development for our managers to improve awareness around unconscious bias during recruitment and remuneration processes
- Review current return to work initiatives with the aim of improving retention rates of female colleagues after maternity/adoption leave
- Committed to the Women In Finance (WIF) Charter to further support progression of women into senior roles.

As an organisation we are committed to addressing and reducing the Gender Pay Gap over time.



onefamily  
modern family finance