



**Gender Pay Gap Statement**  
**“Snapshot Date” 31<sup>st</sup> March 2019**

Note: Alive Management Limited was a wholly owned company of the Borough Council of King’s Lynn and West Norfolk. The company employed approximately 15 employees directly, but also jointly employed over 250 employees with Alive Leisure, a charitable trust. Alive Management Limited was responsible for the payroll of both its directly employed staff and the joint employees and is therefore required to report on both groups of employees for gender pay gap purposes. On 1<sup>st</sup> July 2019 the employees of Alive Management Limited and Alive Leisure TUPE transferred to a new wholly owned local authority company – Alive West Norfolk. Alive Management Limited no longer exists, and in future years Alive West Norfolk will be required to produce gender pay gap information. However, this statement represents the analysis of Alive Management Limited’s data for the 2018/19 year.

**1. Introduction**

- 1.1 This report provides a narrative to support Alive Management Limited’s gender pay data as at the snapshot date of 5<sup>th</sup> April 2019.
- 1.2 The “gender pay gap” is the difference between the average (mean and median) pay of men and woman, expressed as a percentage. This is different to “equal pay”, which is concerned with pay differences between men and women who carry out the same or similar jobs or work of equal value.

**2. Background**

- 2.1 From April 2017 the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 require “relevant employers” to publish, on an annual basis, six ‘pay metrics’.
- 2.2 The regulations require Alive Management Limited to calculate these six metrics in a prescribed way, and to report the results on its website and to the Government Equality Office.
- 1.3 The six pay metrics are as follows. A definition of each metric is provided in Appendix 1:

1. Mean gender pay gap
  2. Median gender pay gap
  3. Mean gender bonus pay gap
  4. Mean gender bonus gap
  5. Proportion of male and female relevant employees who received bonus pay
  6. Proportion of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands
- 2.4 Alive Management Limited was a “relevant employer” as the organisation employs 250 or more employee on the snapshot date.
- 2.5 It is a requirement that gender pay information be published on the organisation’s web-site and Government Equalities Office website by 5<sup>th</sup> April each year. Therefore the information captured on the snapshot date of 5<sup>th</sup> April 2019 (which relates to the 2018/19 year) must be published by 5<sup>th</sup> April 2020.
- 2.6 Salary data will be based on the snapshot date of 5<sup>th</sup> April. Bonus data will be based on all bonus payments made in the 12 months up to and including the snapshot date of 5<sup>th</sup> April.
- 2.7 This report has been presented to the Alive West Norfolk Board, who are now responsible for the former Alive Management Limited employees, prior to publication.

### **3. Key Findings**

Detailed pay data for the snapshot date of 5<sup>th</sup> April 2019 is provided in Appendix 2. A comparison between the data on 5<sup>th</sup> April 2019, 5<sup>th</sup> April 2018 and 5<sup>th</sup> April 2017 is show in Appendix 3. The key findings are as follows:

- 3.1 Mean gender pay gap - The mean hourly rate for males during the 2018/19 year is -3.6% compared to -7.30% in 2017/18 and -8.30% in 2016/17. This shows that the mean hourly rate for males is still less than the mean hourly rate for females, although the gap has narrowed slightly for the second year.
- 3.2 Median gender pay gap – The median hourly rate for males during the 2018/19 year is 0% compared to 0.1% in 2017/18 and 0% in 2016/17. This means that the median hourly rate for males and females remains the same.
- 3.3 Alive Management Limited did not award bonus payments but believed that the lump sum payments made as part of its performance management scheme would be classed as a bonus payment in accordance with the

definitions with the regulations. In addition, some Alive Management Limited employees were eligible to earn commission in relation to sales which also meets the definition of a bonus payment for the purpose of these regulations. These factors influence the varying performance against the gender bonus gap indicators.

Information on both PrP lump sum payments and commission has been used to calculate the bonus pay gap as follows:

Mean gender bonus pay gap – The mean gender bonus pay for males in 2018/19 is 46.2% compared to -12.1% in 2017/18 and -110.64% in 2016/17. This means that in the 2018/19 year male employees earned more commission than female employees.

Median gender bonus pay gap – The median gender bonus pay for males in 2018/19 is 64.10% compared to 38.2% in 2017/18 and 46.34% in 2016/17. This means that the median bonus pay for males is higher than the mean bonus pay for females.

- 3.4 9.6% of males and 9.5% of females received a bonus payment during the 2018/19 year, compared to 13% males and 15.2% females in 2017/18 and 17% of males and 17% of females during the 2016/17 year.
- 3.5 Alive Management Limited employs more females than males (62.5% females and 37.5% males in 2018/19). This profile has remained consistent over the three years that gender pay gap data has been produced.

#### **4. Assessment of Findings**

- 4.1 Generally it is expected that organisations will have a positive percentage figure for the calculations for mean and median hourly pay and mean and median bonus pay, as typically female employees have lower pay and bonuses than male employees.
- 4.2 The findings of the 2017/18 gender pay reporting process showed that 10,428 organisations had filed their pay comparison data by the required deadline.

“Across 45% of firms the discrepancy in pay increased in favour of men, while at a further 7% there was no change. Overall, 78% of companies had a pay gap in favour of men, 14% favoured women and the rest reported no difference.” (Source: BBC news article)

Alive Management Limited's data shows that it remained in the minority of organisations where women earn, on average, more than men, although the gap has slightly reduced from the 2017/18 year. These changes are likely linked to be a combination of turnover and career progression, and do not at this stage warrant further investigation.

- 4.3 The 0% figure reported for median pay is also unusual, and means that there is a 0% gap between the median earnings of male and female employees working for Alive Management Limited. In reality this reflects the fact that a large number of employees are paid on the same pay grade and/same hourly rate.
- 4.4 The data reported in relation to bonus pay will be influenced by changes to the makeup of employees who are eligible to earn commission. Given the significant change to the data reported for the 2017/18 year, this information warrants further investigation in order to establish how the commission process operates and to understand the arrangements through which commission can be earned. This will be an action for the 2020 year.
- 4.5 Alive Management Limited's overall profile was that 37.5% of employees are males and 62.54% are females. The quartile data has changed during the 2018/19 year, with fewer females now in the lower quartile and proportionally more females in the lower middle quartile.

## **5. Actions Arising from Findings**

Since the deadline for submitting the first set of gender pay gap data, the Government Equalities Office has published guidance to help organisations reduce the gap and improve gender equality in organisations ([https://gender-pay-gap.service.gov.uk/public/assets/pdf/Evidence-based\\_actions\\_for\\_employers.pdf](https://gender-pay-gap.service.gov.uk/public/assets/pdf/Evidence-based_actions_for_employers.pdf)). This guidance is evidence based and aims to help employers take actions which are likely to improve the recruitment and progression of women, thus reducing the gender pay gap.

Within the guidance, the following actions are listed as being effective:

- Including multiple women in shortlists for recruitment and promotion
- Using skills based assessment task in recruitment
- Using structured interviews for recruitment and promotion
- Encouraging salary negotiation by showing salary ranges
- Introducing transparency to promotion, pay and reward processes
- Appointing diversity managers and/or diversity task forces

Alive Management Limited followed the recruitment and selection policy of the Borough Council of King's Lynn and West Norfolk, as does Alive West Norfolk. The Council has ensured the use of structured interviews in all recruitment and promotion interviews for many years. In addition, wherever possible the Personnel team has actively encouraged, and worked with, Managers to include the use of task based assessments as part of a recruitment and selection process. Job vacancies are usually advertised with a salary range, we monitor recruitment, selection and reward processes and there is an active equalities working group within the Council, which included a representative from Alive Management Limited and now includes a representative from Alive West Norfolk.

In light of the Government's guidance a review of the other recommended actions against current practice has been undertaken and this resulted in the actions identified in the 2018/19 action plan. This plan included actions for the Borough Council as a whole, and any specifically for Alive. Progress against these actions, together with new actions identified as a result of the 2019 gender pay gap analysis process, are outlined in the action plan found in Appendix 4.

## **6. Conclusions**

Alive Management Limited was committed to providing equality of opportunity as an employer and it is pleasing that its mean and median gender pay gaps on the snapshot date of 31<sup>st</sup> March 2018 are significantly lower than the national averages.

This third annual analysis of the Company's gender pay gap data does not identify any particular areas of concern other than the issue of commission highlighted above. The figures as at 31<sup>st</sup> March 2019 represent an improvement in the data reported on 31<sup>st</sup> March 2018, although this cannot be attributed to any specific interventions or changes in policy/procedures. Turnover within the organisation is relatively low, and therefore changes are incremental as leavers are replaced by new employees.

The recruitment, selection, appointment and reward process used by Alive Management Limited were well embedded within the organisation and consistently applied, contributing to the achievement of the data outlined in this report. Continued application of these procedures, with further developments and enhancements where identified, will enable this position to be maintained, and further improved, going forward.

In accordance with the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 I confirm that the information contained within this statement is accurate.

Signed:

A handwritten signature in black ink, consisting of a series of loops and a long horizontal stroke extending to the right.

Cllr Brian Long, Chair, Alive West Norfolk Board and former Chair, Alive Management Limited Board

5<sup>th</sup> February 2020

## Appendix 1

### Definition of the Six Pay Metrics

The regulations require a relevant employer to publish six 'pay metrics':

1. **Mean gender pay gap** – the difference between the mean hour rate of pay of male full-pay relevant employees and that of female full-pay relevant employees, expressed as a percentage of the male mean
2. **Median gender pay gap** – the difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees, expressed as a percentage of the male median
3. **Mean gender bonus pay gap** – the difference between the mean bonus pay paid to male relevant employees and that of female relevant employees, expressed as a percentage of the male mean
4. **Median gender bonus pay gap** – the difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees, expressed as a percentage of the male median
5. Proportion of male and female relevant employees **who received bonus pay** – comparing metrics 4 and 5 will indicate who much more likely it is for male/female employees to receive bonus payments
6. Proportion of male and female full-pay **relevant employees in the lower, lower middle, upper middle and upper quartile pay bands** (NB. The quartile bands are calculated by dividing the workforce into four equal parts, not, for example, using an organisations pay grades)

## **Appendix 2**

### **Detailed Pay Data**

Salary information based on snapshot date of 5<sup>th</sup> April 2019

Bonus information based on 12 months up to and including snapshot date.

<b>Gender Pay Gap</b>	<b>Mean Gross Hourly Pay</b>	<b>Median Gross Hourly Pay</b>
Males	11.43	9.53
Females	11.84	9.53
% Difference	-3.6%	0%

<b>Gender Bonus Pay Gap</b>	<b>Mean Gross Bonus Pay</b>	<b>Median Gross Bonus Pay</b>
Males	53.07	53.66
Females	28.55	19.25
% Difference	46.2%	64.10%

<b>Proportion of Employees Paid Bonus Pay</b>	
Males	9.6%
Females	9.5%

<b>Quartile Data</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
Lower	21 37.5%	35 62.5%	56
Middle Lower	24 42.9%	32 57.1%	56
Middle Upper	19 33.9%	37 66.1%	56
Upper	20 35.7%	36 64.3%	56
Total	84 37.5%	140 62.5%	224



## Appendix 3

### Gender Pay Gap - Pay Data for 2017, 2018 and 2019

Salary information based on snapshot date of 5<sup>th</sup> April 2017, 5<sup>th</sup> April 2018 and 5<sup>th</sup> April 2019

Bonus information based on 12 months up to and including snapshot date.

Gender Pay Gap	Mean Gross Hourly Pay			Median Gross Hourly Pay		
	2017	2018	2019	2017	2018	2019
Males	£10.24	£10.81	11.43	£8.43	£8.73	9.53
Females	£11.09	£11.60	11.84	£8.43	£8.72	9.53
% Difference	-8.30%	-7.3%	-3.6%	0%	0.1%	0%

Gender Bonus Pay Gap	Mean Gross Bonus Pay			Median Gross Bonus Pay		
	2017	2018	2019	2017	2018	2019
Males	£221.23	£213.23	53.07	£110.34	£50.62	53.66
Females	£465.99	£239.1	28.55	£59.21	£31.29	19.25
% Difference	-110.64%	-12.1%	46.2%	46.34%	38.2%	64.10%

Proportion of Employees Paid Bonus Pay			
	2017	2018	2019
Males	17%	13%	9.6%
Females	17%	15.2%	9.5%

Quartile Data	Male			Female			Total		
	2017	2018	2019	2017	2018	2019	2017	2018	2019
Lower	20 34.48%	14 24.1%	21 37.5%	38 65.52 %	44 75.8%	35 62.5%	58	58	56
Middle Lower	22 37.29%	29 50%	24 42.9%	37 62.71 %	29 50%	32 57.1%	59	58	56
Middle Upper	27 46.55%	27 46.6%	19 33.9%	31 53.45 %	31 53.4%	37 66.1%	58	58	56
Upper	18 31.03%	20 35.1%	20 35.7%	40 68.97 %	37 64.9%	36 64.3%	58	57	56
Total	87 37.34%	90 38.96 %	84 37.5%	146 62.66 %	141 61.04 %	140 62.5%	233	231	224

## **Appendix 4**

### Progress on Actions Identified in the 2018/19 Action Plan:

<b>Action</b>	<b>Responsible Officer(s)</b>	<b>Progress</b>
<p>Review current recruitment processes in light of the Government Equalities Office guidance.</p> <p>Identify any potential enhancements to existing procedures and develop an action plan to implement changes (for both the Council and Alive Management Ltd).</p>	Policy, Performance and Personnel Manager & Personnel Officer	The 2018/19 action plan was developed based on this guidance. Further actions within the plan arose from this assessment.
Undertake a period of monitoring the make-up of selection panels and review findings	Personnel Officer	Monitoring has been undertaken throughout 2019. There are no particular trends or concerns identified.
Work with Managers in Public Open Space to encourage more female applications for vacancies in this area of work	Personnel Officer	Work with Public Open Space Managers is ongoing. This has included working with the DWP through the Jobs for West Norfolk campaign.
Continue to support gender issues via the Equality working group	Policy, Performance and Personnel Manager	Ongoing. Both Council and Alive West Norfolk Managers attend this working group
Analyse the proportion of female employees in the lower quartile of the Alive Management Ltd data to identify if there are any reasons for the distribution of females in this quartile.	Payroll and Systems Officer, Policy, Performance and Personnel Manager and Personnel Officer	The review of data demonstrated that the range of jobs falling within this quartile are traditionally roles undertaken by more females than males, for example, cleaning, catering and receptionist roles. Alive employs significantly more females than males, and there is a consistent distribution of female employees within all quartiles
Report findings/progress with the above actions in the 2019 gender	Policy, Performance and	Provided via this update.

pay gap statements for the Borough Council and Alive Management Limited	Personnel Manager	
---	-------------------	--

Actions Identified For 2019/2020:

<b>Action</b>	<b>Responsible Officer(s)</b>	<b>Deadline</b>
Continue to monitor the make-up of selection panels to enable ongoing monitoring and to look for trends/changes in findings.	Personnel Officer	March 2021
Continue to work with Managers in Public Open Space to encourage more female applications for vacancies in this area of work.	Personnel Officer	March 2021
Report findings of Gender Pay Gap reporting to the Equalities Working Group	Assistant Director Central Services	Spring 2020
Implement new and refresher equalities training for Managers	Assistant Director Central Services / Personnel Officer	December 2020
Review the arrangements for and distribution of commission paid to employees within Alive West Norfolk	Personnel Officer	Summer 2020
Report on findings/progress with these actions in the 2020 gender pay gap statements for the Borough Council and Alive West Norfolk.	Assistant Director Central Services / Personnel Officer	March 2021