



The Clancy Group Limited

Gender Pay Gap Report 2019/20 Pay Data



Gender Pay Gap Statement

At The Clancy Group Ltd, we believe that our people are our greatest asset and as a result, the ability to be able to retain employees and attract new talent for the future is a key focus area.

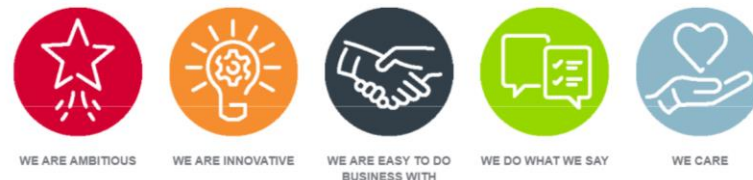
Our mission 'to make life better for all our growing families' is inclusive in its intent and provides us with a platform to enable a culture that is fair and respectful for all. Furthermore, our Clancy values demonstrate our desire to invest in our people and our commitment to all of our staff, regardless of gender. We want to ensure that everyone has the opportunity to perform, develop and thrive irrespective of their gender.

The figures in this report show that over the past 4 years there has been good progress in closing the gap between our mean and median hourly pay between men and women. However, we still have a long way to go as part of the Utilities/Construction sector to improve participation of women in the industry, as like many other organisations in our industry, we have a smaller population of female employees both in our workforce as a whole and in senior roles, all of which has a significant impact on our Gender Pay Gap calculations.

Furlough has also had an impact on our figures this year as we placed approx. 500 employees on furlough at the start of the pandemic and the composition reflected our workforce. As this data is excluded, this therefore impacts the overall outcomes.

We are committed to continuing to work hard to increase the number of females entering our industry and the organisation by utilising female industry specific networking events and bodies as well as tailoring our recruitment campaigns to attract the best talent into the industry. We are also committed to supporting women once they join us and ensuring that they maximise their potential. Our work, both internally and with industry bodies, to address our diversity challenges continue to remain a focus for us. We are also proud to say that we are now a Disability Confident employer and have also signed the Armed Forces Covenant as part of our strategy and plans to become a more inclusive employer.

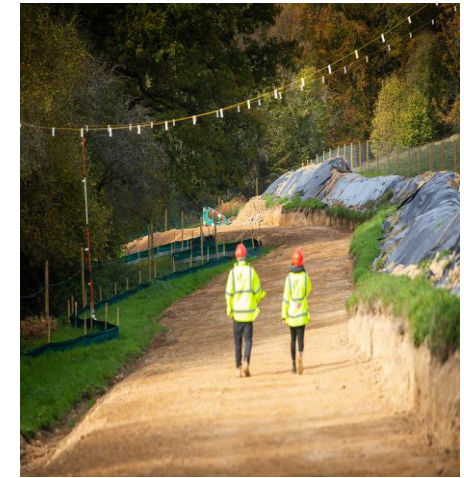
I can confirm that the gender pay gap data contained in this report for The Clancy Group Ltd is accurate and has been produced in accordance with the guidance on managing gender pay developed by the Arbitration and Conciliation Services (ACAS).



Kate Douglas
HR Director

Our Results

The Clancy Group Ltd believes in the value of diversity and understands the need for its workforce to reflect the customers and communities in which it works. Below are our results for 2019/2020.



Gender Pay and Bonus Pay Gaps

Mean Gender Pay Gap*

4.83%

(vs. 2017/18 – 19.33%)

Mean Gender Bonus Pay Gap**

74.56%

(vs. 2017/2018 – 83.37%)

Median Gender Pay Gap*

0.17%

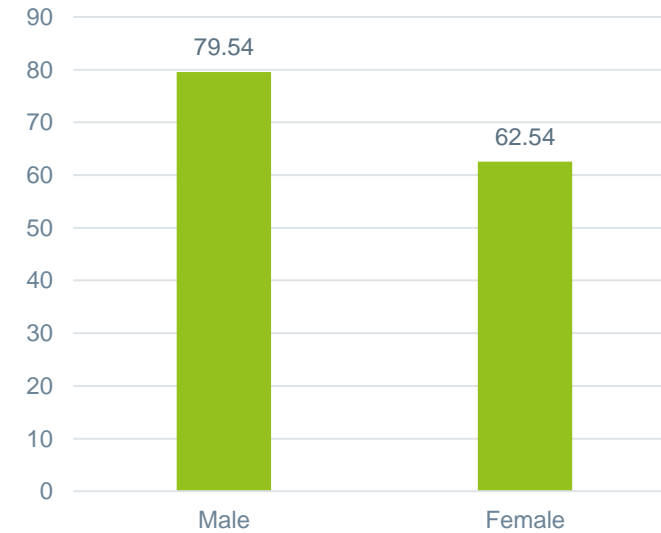
(vs. 2017/2018 - 20.34%)

Median Gender Bonus Pay Gap**

47.92%

(vs 2017/2018 – 70.34%)

Bonus Proportions by Gender

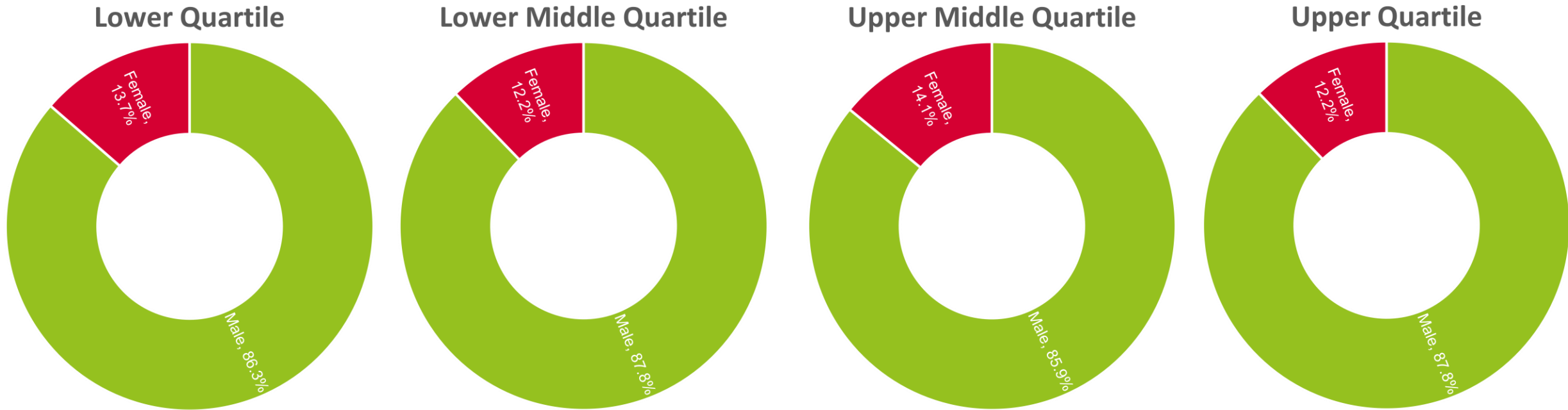


Comparison
Vs 2017/18 - Male 65.2% Female 56.0%

* data on 5th April 2020

** data for 12 months ending 5th April 2020

Pay Quartiles



The proportional split of male/female hourly pay is broadly consistent across the company

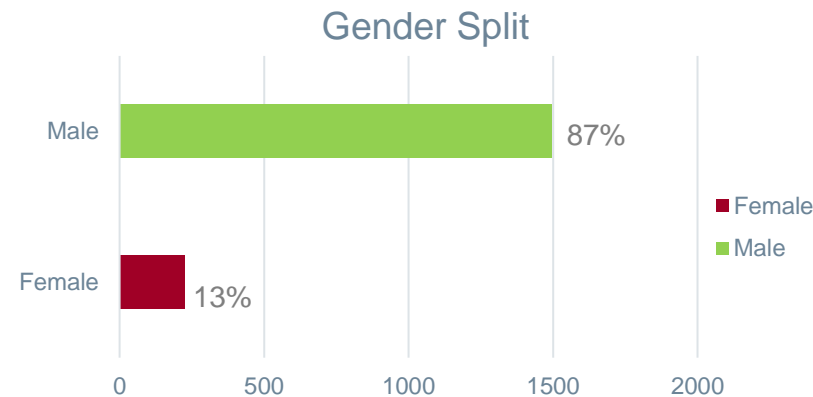
Understanding the Gap

We remain confident that our employees are paid equally for work that is of an equivalent value across our organisation.

As per previous year's results, a gender pay gap exists within our business as a result of the significant difference in the number of males and females employed by the organisation. The fact that **87%** of our employees are males and this weighted distribution of men to women highly influences our gap rather than there being an explicit difference in the reward framework for women and men doing the same role.

A large proportion of our workforce are males who work in the Operational Delivery area of our business. Due to the type of work being carried out, a remuneration framework is in place that includes overtime, shift premiums and productivity bonuses paid on a regular basis. This framework is not the same across the business, therefore, this by its very nature has contributed to the outcome of our gender pay gap analysis.

Furthermore, our Senior Management team consists predominantly of males. This gender profile influences our gender pay gap data in relation to the differences in pay and bonus for men and women.



Our Highlights

Inclusion Commitment

In February 2019 Clancy, along with 31 other Companies in the Utilities and Power industry signed up to the EU Skills Inclusion Commitment. We are actively collaborating as an industry to focus on growing more diverse talent pools and have agreed a measurement tool to initially create a baseline, and then annually monitoring our progression to attract more females into the industry.

Job Evaluation

We embarked on a project to write new job descriptions for every role in the business, taking out role titles that were traditionally masculine, highlighting the behaviours and skills needed for the role rather than focusing on technical skills and experience. These roles form the basis of our new competency frameworks for each job family.

Diversity & Inclusion Journey

In October 2018 we set up a Diversity and Inclusion Steering Group and wrote a new Equality & Diversity Policy along with a Strategic Action Plan to address; recruitment and retention, developing talent, education of line managers and supply chain management. Since then we have continued our D&I journey with further initiatives to encourage a more diverse talent pool and inclusive working environment.



What Next? Our Commitment to addressing the gap

1. **Attract and retain a more diverse workforce at all levels**

We believe that attracting a diverse workforce is key to the success of our business. Diversity in both experience and gender will enable us to address the skills shortage that exists in our industry and our organisation. Over the past 12 months, we have been working hard on this both internally and externally across the industry. We will continue to have specific attraction strategies along with a supportive framework for those who are employed by the organisation which will help to address any gender gaps.

2. **Continue to invest in our people**

Enabling our employees to fulfil their potential is key to our success. We will continue to build a progressive development framework that we believe will enable females to have equally successful careers within our business. We will explore mentoring arrangements to enable strong role modelling to support women as they develop their career.

3. **Rewarding our people**

We continue to review our reward framework to ensure that it recognises the value that all roles add to the organisation. We intend on benchmarking our reward frameworks based on gender as well as job role to ensure that we remain competitive in the marketplace when attracting new talent to the organisation.