



The Clancy Group Limited

Gender Pay Gap Report 2020/21 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.

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.

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



WE ARE AMBITIOUS



WE ARE INNOVATIVE



WE ARE EASY TO DO
BUSINESS WITH



WE DO WHAT WE SAY



WE CARE

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 2020/2021.



Gender Pay and Bonus Pay Gaps

Mean Gender Pay Gap*

17.56%

(2017/18 – 19.33% 2019/20 – 4.83%)

Mean Gender Bonus Pay Gap**

75.81%

(2017/2018 – 83.37% 2019/20 – 74.56%)

Median Gender Pay Gap*

27.5%

(2017/2018 - 20.34% 2019/20 – 0.17%)

Median Gender Bonus Pay Gap**

52.76%

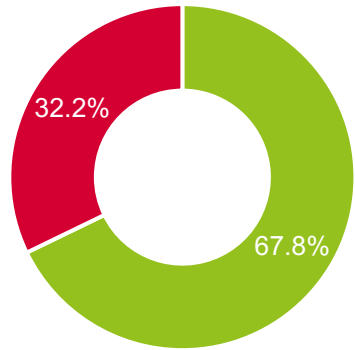
(2017/2018 – 70.34% 2019/20 – 47.92%)

* data on 5th April 2021

** data for 12 months ending 5th April 2021

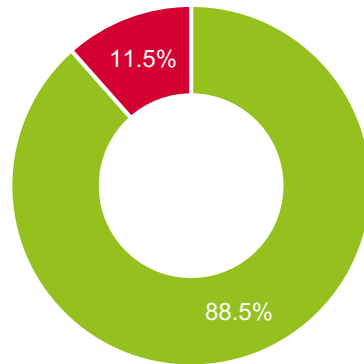
Pay Quartiles

Lower Quartile



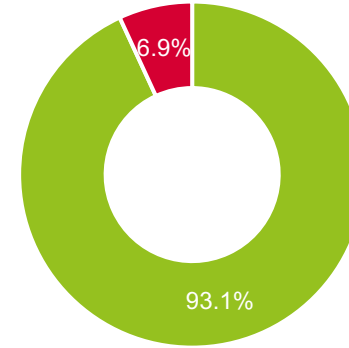
Male Female

Lower Middle Quartile



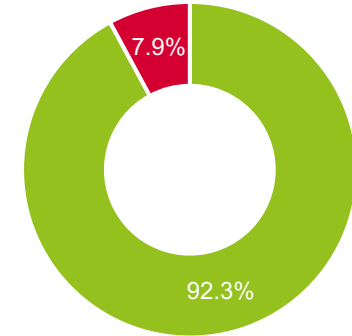
Male Female

Upper Middle Quartile



Male Female

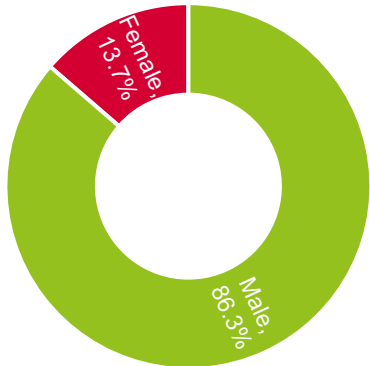
Upper Quartile



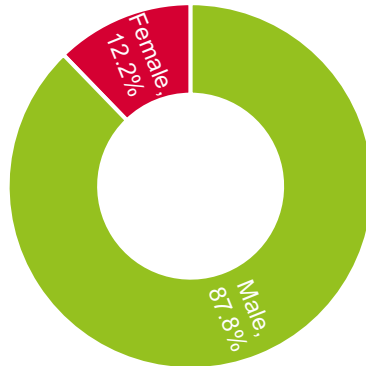
Male Female

2019/2020

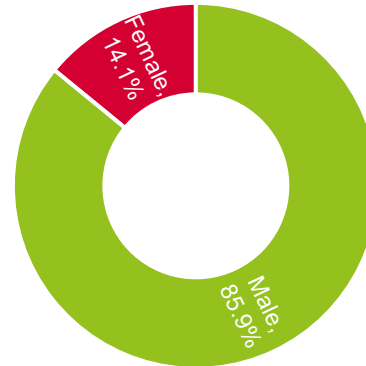
Lower Quartile



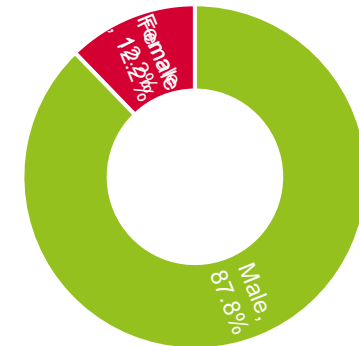
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile



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 **85%** 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.

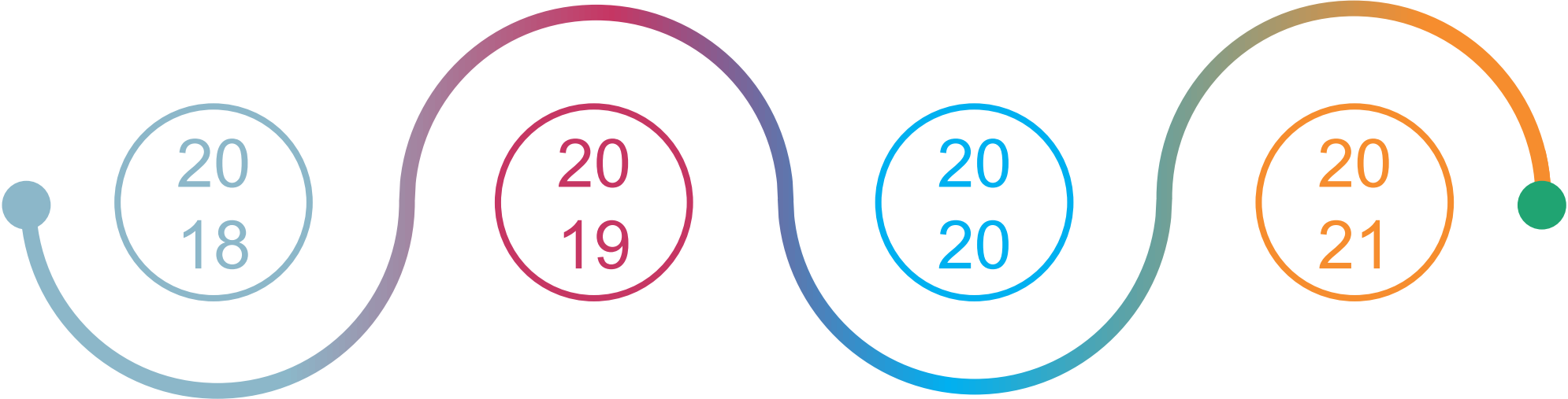
Our Senior Management team also consists predominantly of males. This gender profile influences our gender pay gap data in relation to the differences in pay and bonus for men and women.

Furthermore, the results in 2019/20 were impacted by furlough payments due to the pandemic – in April 2020 we had approximately 500 employees on furlough impacting both pay rate and bonus levels. The ratios for 2020/2021 have re-stabilised.

Our D & I Strategy



Our D&I Journey



ACHIEVEMENTS

- Set up D&I Steering Committee
- Sign up to Disability Committed
- Undertook market research

ACHIEVEMENTS

- ENEI Inclusive Leadership training
- EU Skills Inclusion Commitment
- Development of AFC & Forces Friendly Policies
- Created D&I Policy, Strategy and Action Plan

ACHIEVEMENTS

- Clancy Cares Calendar
- D&I council commencement
- EU Skills D&I Benchmarking
- Clearer monitoring of applicant data via applicant tracker system
- Armed Forces Network established
- Silver Status Armed Forces Covenant achieved

FUTURE PLANS

- D&I training roll out across the business
- Women's Network to be set up
- Aim for Gold AFC
- Targeted initiatives for veterans and ex-offenders

Highlights

Inclusion Commitment

We continued through 20/21 to work alongside other Companies in the Utilities and Power industry in accordance with the EU Skills Inclusion Commitment. We actively collaborated as an industry to focus on growing more diverse talent pools and undertook a survey to create a baseline for measurement, and have committed to annually monitor our progression to attract more females into the industry.

Diversity & Inclusion Journey

In 2021 we set up our Diversity & Inclusion Council with representatives from across the business committed to enhancing and promoting diversity and inclusion. They provide insight and ideas on initiatives that will be effective across the business. We have developed a Clancy Cares Calendar which is a series of events, knowledge shares and activities for employees to get involved in across the areas of Diversity & Inclusion, Wellbeing, Rewards & Benefits and the Environment.

We formalised our Ex-Armed Forces Network during 2020 and were successful in gaining the Silver status of the Armed Forces Covenant as a result of our efforts within this key demographic.

Future Plans

Attract and retain a more diverse workforce at all levels

Diversity in both experience and gender will enable us to address the skills shortage that exists in our industry and our organisation. We will continue to have specific attraction strategies along with a supportive framework which will help to address gender gaps, with a focus on women as well as identifying opportunities for ex-armed forces and ex-offenders. We intend to set up a Women's Network to act as a framework for champions to support initiatives such as career coaching and mentoring and providing a support network.

Continue to invest in our people

We intend to roll out a programme of diversity & inclusion training to the whole business, aimed specifically at managers to champion diversity and promote inclusion within their teams to create a welcoming and supportive environment for all.

Supporting the wellbeing of our people

As part of our Clancy Cares Calendar we will provide a focus on women's health and wellbeing to provide awareness, information and support.