

# Gender Pay Gap

## STATEMENT

Under new legislation Fuel Card Services ('FCS') is required to publish key metrics on the gender pay gap.

This involves compiling and analysing data (as at 5<sup>th</sup> April 2017 and annually thereafter) that show the difference between the average earnings of men and women and publishing the findings on our own website and the government's online reporting service.

It is important to stress that we will not publish any individual employee data.

Whilst it is inevitable that there will be a gap (either in favour of men (which will appear as a positive number in the results table) or in favour of women (where the number appears as a negative)), this data will be helpful in:

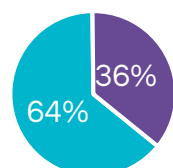
- Addressing any levels of gender inequality in our workplace.
- Understanding the balance of males and females at different levels and functions.
- Effectively maximising talent and driving reward.

We are pleased to comply with these new regulations and see gender pay gap reporting as a critical step in our drive to continue to attract, retain and develop a diverse and inclusive workforce. This also underpins our key values where people are at the heart of our business and where we strive to ensure that everyone is rewarded fairly and has equal access to opportunities at FCS.

## THE RESULTS

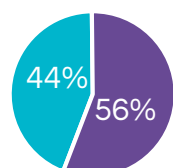
| Hourly Pay Gap for 2017 | Gap   |
|-------------------------|-------|
| Median pay (per hour)   | -1.1% |
| Mean pay (per hour)     | 9.5%  |

Lower Quartile



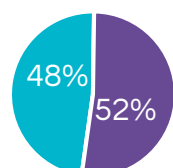
■ Male ■ Female

Lower Middle Quartile



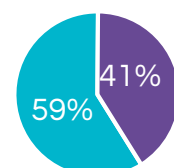
■ Male ■ Female

Upper Middle Quartile

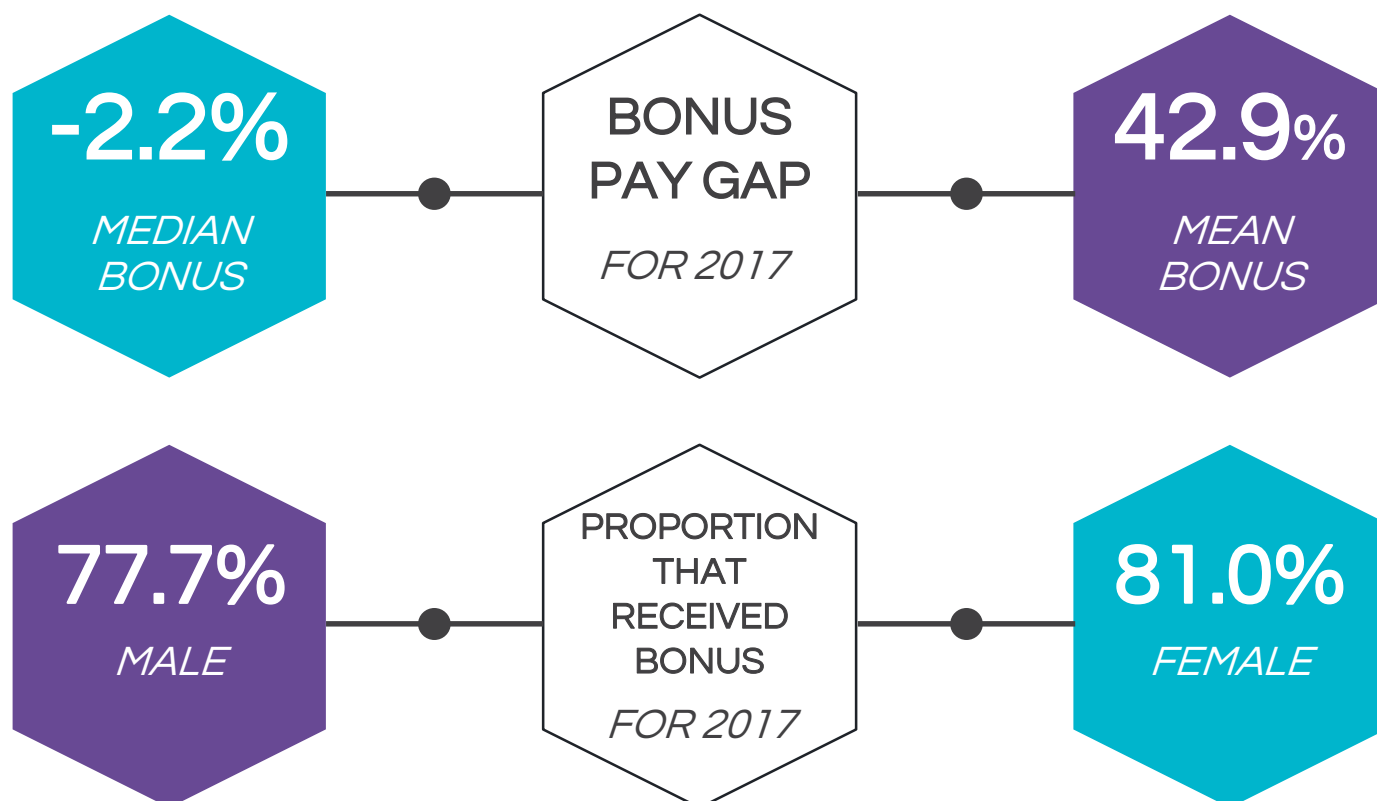


■ Male ■ Female

Upper Quartile



■ Male ■ Female



- We can report our median hourly pay rate is slightly in favour of women at -1.1%, against a national gender pay gap average forecast (by the Office for National Statistics ('ONS')) of 18.4%.
- Our mean gap is slightly in favour of men at 9.5% (against an ONS average forecast of 17.4%) and this may, in part be due to women working in the lower to middle-paid functions and occupying less senior roles at FCS. This is shown in the above chart which ranks all our colleagues pay from lowest to highest and then divides it into four equal groups with the first (lower quartile pay band), being the lowest paid. This analysis shows there are proportionally more male colleagues than females in the lowest and highest paid quartiles, and more females than males in the lower middle and upper middle quartiles.
- The mean pay gap is again a reflection that there are currently more male colleagues than females at senior to executive management positions (where typically higher bonuses are paid). By removing our top tier senior executive roles our pay gap drops to 2.6%.
- The slight median bonus gap in favour of women, demonstrates the relatively balanced make up of FCS.
- We attract a fairly diverse workforce, with a 50:50 split between males and females. However, we recognise some signs of occupational segregation, with Admin roles (eg, Finance, Payroll and HR) being predominantly held by females, and around two thirds of our Sales positions are fulfilled by men, where commissions earned can make up a significant proportion of the overall package, pushing up the overall bonus gap in favour of men.
- Where females are in Sales roles, they are compensated equally to men and have the same opportunity to earn commission.

## ACTION

Our analysis of our gender pay gap shows that demographic factors (ie, those caused by gender representation across the grades) rather than non-demographic factors (ie, gender pay differences between comparable employees), is the key factor to addressing any gender pay gaps.

FCS is committed to getting the right people into the right roles, regardless of gender, background, education or ethnicity. However there is always more we can do and, moving into 2018, our focus will be on:

- Conducting analysis/monitoring of recruitment and promotions (across genders).
- Training our Hiring and Line Managers on equality, diversity and inclusion, and formally launching our membership of the Employers Network for Equality and Inclusion, to address any unconscious bias that may exist at FCS.
- Rolling out our 'Recruiting for Excellence' programme across our Admin function to ensure we have a robust, transparent and fair gender neutral approach to recruitment and promotion company-wide.
- Reviewing FCS' family friendly policies and seeking ways to more actively inform and promote Line Managers on the merits of these (eg, shared parental leave, flexible working, etc).
- Routinely review and evaluate our reward components (especially at executive and senior management level) to ensure pay and reward opportunities are consistent (eg, annual performance, pay, bonus, holiday entitlement, company car etc).