

**Gender pay gap Report
Supporting narrative
and
Action Plan 2025/2026
Norwich City Services Ltd**

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1. Executive Summary

Any employer with 250 or more employees must report their gender pay gap data using the snapshot date of 5 April 2024.

It is important to note that the gender pay gap differs from equal pay. Equal pay deals with the pay difference between women and men who carry out the same or similar jobs or work of equal value. The gender pay gap shows the differences in the average pay between men and women.

The mandatory gender pay gap information has been calculated in accordance with Government requirements and following the guidance produced by ACAS. The data used for the calculation of the gender pay gap has been extracted from payroll.

It is a statutory requirement to report the gender pay gap. Employers that fail to report on time, or report inaccurate data, will be in breach of the regulations and risk facing enforcement action from the Equality and Human Rights Commission (EHRC).

In addition, NCSL will also need to publish the gender pay gap information on our website and inform employees where they can find this information.

NCSL is committed to ensuring equitable and fair pay and in reducing our gender pay gap. Actions around this include implementation of a job evaluation scheme including an equal pay audit and targeted recruitment campaigns to attract under-represented groups in specific areas.

The gender pay gap shows the difference between the average (mean and median) earnings of women and men. This is expressed as a percentage of men's earnings.

2. Gender Pay Gap Calculations

The Pay Gap measures the difference between the overall average earnings between employees within an organisation. That difference in the average earnings is the "Pay Gap".

A pay gap is not necessarily an indication of a pay equity issue, it is a measurement of how even, or uneven, the distribution of people and pay is. For example, a gender pay gap tells us the extent to which more men, or more women, occupy more of the higher paid roles than the other. This is why pay gap reports also show the distribution of employees within pay quartiles.

The gender pay gap is the difference between women's pay and men's pay as a percentage of men's pay. If there is a positive figure, it means that men are earning more by that amount. If there is a negative figure, it means that men are earning less by that amount.

The Pay Gap is calculated by collating the earnings of all employees, within the legal definition, from our payroll system at a set point in time, i.e., the snapshot date of 5 April each year. From this we are then able to calculate two different types of average hourly rates of pay – both Mean and Median – to give a more balanced overview of our gender pay gaps. The % mean and median difference in the overall average hourly rates of pay is the "pay gap".

Bonus Payments

Non-consolidated bonus payments are payments that are made in addition to the basic salary that an employee receives that specifically relate only to profit sharing, commission, productivity or performance. Bonus pay does not include pay related to paid overtime, redundancy or termination of employment, or pay in lieu of annual leave

Norwich City Services does not pay these types of bonus payments.

Impact of Salary sacrifice

The *Gender pay gap: Guidance for employers* documentation states that gross pay after any reduction for a salary sacrifice scheme should be used to calculate 'ordinary pay'. As well as this, the guidance states that overtime and pay for additional hours should not be included in 'ordinary pay'.

The majority of the workforce are enrolled in a salary sacrifice pension scheme and their employee pension contributions are calculated based on earnings within the pay period, including overtime and pay for additional hours. This amount is then salary sacrificed for pension contributions.

Based on this arrangement it is important to note that the amount of overtime paid during the pay period in which snapshot date falls (April 2024) will have had an indirect impact on the calculation of 'ordinary pay', which may mean that two employees on the same hourly rate of pay, by way of a difference in the number of hours overtime worked the previous month and paid in April 2024, will have differing hourly rates, due to a variance in their employee pension contribution

3. Results

The Gender Pay Gap figures below have been calculated based on pay data for the period that covers the snapshot date of 5 April 2024.

3.1 Calculation 1: Percentage of men and women in each hourly pay quartile (Full-pay relevant employees)

Pay Quartiles are where the workforce is broken down into four quartiles based on pay – the top 25% of earners make up the Upper Pay Quartile, and the lowest 25% of earners make up the Lower Pay Quartile.

Gender	Lower	Lower Middle	Upper Middle	Upper
Female	9%	12%	6%	7%
Male	91%	88%	94%	93%

3.2 Calculation 2: Mean (average) gender pay gap for hourly pay (Full-pay relevant employees)

The mean is calculated by adding up all hourly rates of pay and dividing the result by the number of people included in the calculation.

Gender	Number	Average	Gender Pay Gap for hourly pay
Female	23	£14.08	7.37%
Male	247	£15.21	

Using the mean (average) gender pay gap for hourly pay, women earn 7.37% less than male employees.

3.3 Calculation 3: Median gender pay gap for hourly pay (Full-pay relevant employees)

The median is calculated by ranking the hourly rates of pay in order and taking the middle point. This gives a good indication of average pay in the middle of an organisation and is not distorted by very large or small hourly rates.

Gender	Number	Median	Median gender pay gap for hourly pay
Female	23	£12.14	9.62%
Male	247	£13.44	

Using median gender pay gap for hourly pay, women earn 9.62% less than male employees.

3.4 Calculation 4: Percentage of men and women receiving bonus pay

Gender	Number	%
Female	0	0
Male	0	0%

3.5 Calculation 5: Mean (average) gender pay gap for bonus pay

Gender	Number	Average	Gender Pay Gap for bonus pay
Female	0	0	0%
Male	0	0	

3.6 Calculation 6: Median gender pay gap for bonus pay

Gender	Number	Median	Gender Pay Gap for bonus pay
Female	0	0	0%
Male	0	0	

4. Analysis

Analysis shows that gender pay differences on 5 April 2024 are significantly different to those of the previous reporting period, primarily due to changes in the senior leadership team and reduction in the % of female employees across the company.

On the reporting date, 8.5% of employees were female, compared to 91.5% of men. This is a reduction from 11% female employees compared to the previous reporting period.

Mean (average) – Women earn 7.37% less than men

This means we have a mean Gender Pay Gap of 7.37%.

When comparing mean (average) hourly pay, men’s mean hourly pay is 7.37% higher than women’s or for every £1 that men earn, women earn 92.6p. This does not mean that men earn more for doing the same job, or work of a similar value, but that men occupy more of the higher paid positions compared to women.

The highest proportion of female employees are in the lower quartile of hourly pay, 12% of female colleagues fell into this category. In the previous reporting period Female colleagues occupied a significant part of the senior leadership team and management positions, these were some of the highest paid roles within the company.

Median – Women earn 9.62% less than men

This means we have a median pay gap of 9.62%.

Looking at the grades and salaries of female employees, the most significant issue is that 50% are paid on ‘spot salaries’ which were introduced when working at Norse. This indicates pay was established

through benchmarking and did not form part of any established pay grading system. Implementation of the Job Evaluation scheme during 2025 will address this issue.

Female employees in the lower pay quartiles are paid living wage.

5. Gender Pay Gap – Action Plan

Actions	Objective	To include	Timeline	How will we monitor progress?
<p>Targeted recruitment campaigns to attract women to roles where the workforce is predominately male (e.g. trades).</p>	<p>Increase number of applications from women for male dominated roles. Improve diversity across the company.</p>	<ul style="list-style-type: none"> • Work with the relevant recruiting manager as part of recruitment campaigns to assess whether there are any boundaries in the advert/ job description/ assessment and selection process which may discourage female applicants. • For selected roles have a guaranteed interview scheme for female applicants that meet the minimum requirements of the person specification. • Include wording in recruitment adverts that NCSL welcomes applicants from under-represented groups in the workforce. • Seek feedback from female applicants on their experience of the recruitment process. 	<p>Ongoing –targeted recruitment would be considered for specific vacancies where women are under-represented in that area.</p>	<p>Monitor quarterly and report to SLT</p>

<p>Recruitment of 'returners' - people who have taken an extended career break due to caring or other reasons and are currently either not working or working in roles for which they are overqualified.</p>	<p>Research has shown that women are more likely to take career breaks due to caring responsibilities. Looking at ways NCSL can encourage and support 'returners' could increase the number of female applicants to vacancies.</p>	<ul style="list-style-type: none"> • Working with Employability Advisors at the Jobs Centre to promote vacancies to those returning to work. • Ensure the recruitment process is returner-friendly – guidance on completion of application form/ CV to refer to skills gained from a work environment or transferable skills/ experience gained outside of employment. • Offer 'returners' the opportunity to meet with a HR representative or relevant manager to answer any questions with the application/ assessment & selection process. • Promote that applications from those seeking flexible working will be considered. • Offer flexible working and have a culture of agile working to support work/ life balance and caring responsibilities. 	<p>Ongoing. HR have built a positive relationship with the Employability Advisors at the Jobs Centre and continue to share vacancies and attend events at JCP</p>	<p>Monitor quarterly and report to SLT</p>
<p>Trade apprentice post to be ringfenced for female applicants only.</p>	<p>Trade positions within Building Maintenance are currently male dominated.</p>	<ul style="list-style-type: none"> • Working with schools and colleges to actively promote apprenticeship vacancies to female applicants and to change the stereotypical view of these being 'male occupations'. • Work with the Job Centre to hold 'working for NCSL' 	<p>Apprenticeship recruitment – 2025.</p>	<p>Monitor quarterly and report to SLT</p>

		information session – particularly aimed at encouraging women into trade roles.		
Roll out of job evaluation scheme.	Salaries not influenced by gender.	<ul style="list-style-type: none"> Fair and transparent pay scheme using gender-neutral job evaluation tools to ensure salaries are defined and assessed by agreed framework. 	Implementation due 2025	<p>Job Evaluation Project Board monitors progress through regular meetings and project planning.</p> <p>EIA will explore impact of proposed grading system on female salaries.</p>
Continue to promote NCSL's support of flexible working arrangements for new and existing employees.	Encourage applications from those seeking part time hours or flexibility in their working hours – commonly women with caring responsibilities.	<ul style="list-style-type: none"> All job adverts to include wording that NCSL will consider applications from those seeking flexible working. Encourage managers to consider alternatives to 'standard' working patterns when considering flexible working requests. 	Ongoing. All future job adverts will promote that flexible working is considered	Monitor monthly and feedback to SLT.

<p>Review recruitment processes and ensure they are socially inclusive and support equality and diversity</p>	<p>Increase the talent pool and ensure NCSL fulfills its social responsibilities as an employer, improving the workplace culture and improving performance, in line with our People and OD Strategy</p>	<ul style="list-style-type: none"> • Equality Impact Assessment of any new initiatives and recruitment related policies • Value feedback through candidate surveys and utilize it to make improvements. • Ask recent female candidates for their feedback on the recruitment experience and induction process. 	<p>Ongoing. Review of recruitment processes underway in line with implementation of a new recruitment system.</p>	<p>Monitor monthly and report to SLT.</p>
<p>Continue to promote NCSL as an employer of choice</p>	<p>Make NCSL an attractive employer to potential candidates.</p>	<ul style="list-style-type: none"> • Attend jobs fairs, Job Centre career days, school events to promote opportunities available. Ask existing female employees to attend to share their stories/ experiences of working for NCSL. 	<p>Ongoing.</p>	<p>Monitor monthly and feedback to SLT</p>