

gender pay gap report

Freedom Leisure is a not-for-profit leisure trust which manages leisure and cultural facilities on behalf of partners across the UK. As a not-for-profit organisation all surplus is reinvested in support of shared partner objectives.

Freedom Leisure's key objectives are to deliver high quality, locally-focused services, while driving active communities.

Freedom Leisure employs around 5000 individuals across 99 sites in England and Wales.

Executive Summary

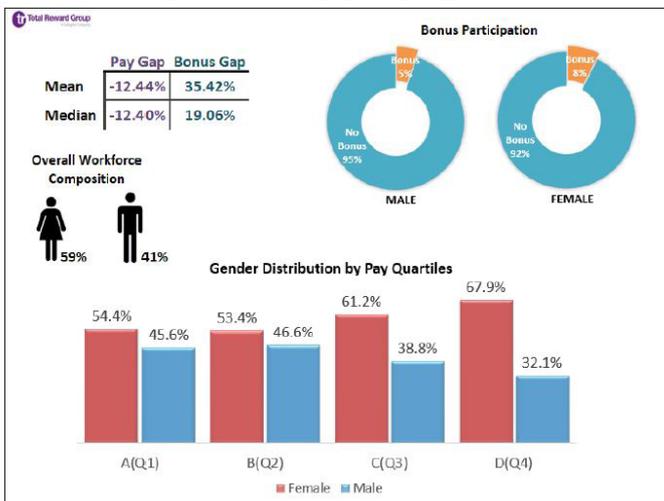
Under legislation that came into force in April 2017, UK employers with more than 250 employees are required to publish their gender pay gap data. A gender pay gap is a measure of the difference in the average pay of all men and of all women in an organisation, regardless of the roles that they do. It is not the same as an equal pay comparison, which directly compares the pay of two or more people carrying out the same jobs, similar jobs or work of equal value.

The information submitted by complying employers is published on the government-sponsored website. Employers are required to publish the overall mean and median gender pay gaps, the difference in mean and median bonus payments paid to men and women, the proportion of male and female employees that received a bonus and the gender distribution across the pay quartiles.

The calculations as of the 5th of April 2019 snapshot date make use of two types of averages:

- A mean average involves adding up all of the numbers and dividing the result by how many numbers were on the list. This average places the same value on every number and so can be easily distorted by a small number of very high or low earners.
- A median average involves listing all of the numbers in numerical order and taking the middle number. This indicates what the 'typical' situation is, as extremes of low and high pay do not affect the median.

Overview of gender pay gap key figures



The Gender Pay Gap Report for Freedom Leisure shows females earning a higher rate than males when looking at the mean gender pay gap.

Results shows the numbers of female and male employees are fairly evenly split in the first quartile with the split increasing in the second and third quartiles where women were more represented than men, increasing further in the top quartile. This reflects the fact that a higher proportion of females are in instructor roles, who are paid per hour-long session.

The same proportion of males and females are represented as receiving a bonus in this year.

Mean Hourly Rates

The mean hourly rates are currently favouring female employees by 12.44%, this is significantly lower the national mean of 17.1% favouring males, according to the Office of National Statistics, 2018. This is due to a significantly higher proportion of female than male employees being found across all four pay quartiles.



Median Hourly Rates

The median hourly rates are currently favouring female employees by 12.40% which is significantly lower than the national median of 17.9% favouring males, according to the Office of National Statistics, 2018.



Bonus Payments and Participation

The bonus gap at Freedom Leisure is favouring male employees at the mean by 35.42% and at the median by 19.06%. This indicates that the data set is skewed, with higher bonus awards being delivered in the smaller male data set (n=80) compared to a much wider range in the much bigger female data set (n=174) who are in receipt of bonuses.

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Mean Bonus Payments



Median Bonus Payments



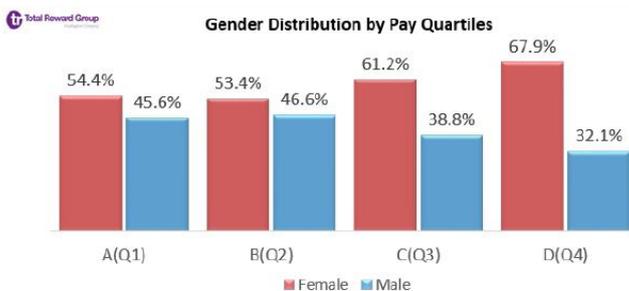
Bonus Participation

The pie charts below show that a similar proportion of male and female employees are receiving a bonus.



Pay Quartiles

When we observe the distribution of female and male employees within the quartiles, as shown in the bar chart below, we can see that female employees are well represented across all quartiles, outnumbering males who are most significantly under-represented in the top two pay quartiles.



Year on Year Comparison

When considering year on year comparison, there is a positive trend in the form of a narrower hourly pay gap at both the mean and median. Also noted is a narrower median gender bonus gap, with a widening at the mean. Bonus pay, as defined by the

regulations, includes a wide-ranging suite of awards including amounts relating to productivity, performance, incentives and commission plans which can help drive a corresponding wide range in individual amounts reported. Encouragingly, we see increased bonus participation for females with a slight decrease in male bonus participation.

	2017	2018	2019	2019 Vs 2018
Mean Gender Pay Gap	-14.87%	-14.07%	-12.44%	1.64%
Median Gender Pay Gap	-14.15%	-12.62%	-12.40%	0.22%
Mean Gender Bonus Gap	24.48%	33.04%	35.42%	2.38%
Median Gender Bonus Gap	63.66%	34.70%	19.06%	-15.64%
Males receiving bonus	8.00%	5.46%	5.01%	-0.44%
Females receiving bonus	8.00%	5.11%	7.51%	2.40%

What is Freedom Leisure doing to address its gender pay gap?

Freedom Leisure's gender pay gap indicates a reverse of most organisations across the UK economy. Freedom Leisure is committed to doing everything that it can to manage the gap and see equal gender pay. We recognised that the pay gap directly correlates to a gender bias in certain types of roles within the leisure industry and while as an organisation we have no direct control over this, we ensure our equal opportunities recruitment policy is robust.

Steps taken by Freedom Leisure to promote gender diversity in all areas of its workforce:

- Continued investment in the workforce through ongoing programme of training. Encourage management development and succession planning - review data via online appraisal submissions.
- Business priority placed on maintaining employee engagement and implementation of various actions and improvements through improvement plans, including monitoring staff opinion with annual staff survey.
- Monitoring of gender demographics from the beginning of any transfer of staff under the TUPE regulations to ensure workforce is reviewed.
- Apply policy to ensure all females who meet the minimum criteria and are interviewed for senior roles.
- Apply policy to ensure mixed-gender interview panels for all senior posts wherever possible.
- Review of recruitment processes to try and attract more candidates to roles in which they currently are under-represented to better reflect our customer base.

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- Close working with schools/colleges to develop a better understanding of employment opportunities within the organisation, including attendance at recruitment fairs, promotion of apprenticeships and training courses.
- Continue to allow flexible working hours. Continued use of a variety of shift working to offer a high degree of flexibility for early, mid-day and late shifts, evening and weekend work.
- Continued regular monitoring and reporting progress in place to allow for future gender pay gap statements. These actions are part of, and integrated with, our broader approach to equality and diversity in the workplace.

3-year trend data

When we look at 3-year trend data, we observe a broadly consistent median and mean gender pay gap. We can see from the analysis that while the mean bonus gap is broadly consistent, encouragingly the median gap has significantly reduced. A review of the data sets reveals that while a few significant bonus awards were paid to males this year, this was also replicated in the female data set in receipt of bonuses.

Appendix I: The regulations explained

The UK Regulations on Mandatory Gender Pay Reporting require:

- Gender pay information to be reported by private and voluntary sector employers in England, Wales and Scotland with at least 250 employees
- Information to be published on a government-sponsored website by the 5th of April 2019, and annually thereafter

The main items to be reported on are:

- Mean and median hourly pay difference
- Mean and median bonus pay difference
- Proportion of male and female employees receiving bonus
- Male and female headcounts within each pay band*

*Pay bands are as follows:

- Lowest paid to lower quartile
- Lower quartile to median
- Median to upper quartile
- Upper quartile to highest paid

Definitions

- Lower Quartile: The point below which 25% of the recorded salaries fall.
- Median: The mid-point (50th percentile) in a range of figures, i.e. 50% of the sample is paid above this amount, and 50% are paid below this amount.
- Upper Quartile: The point below which 75% of the recorded data falls.
- Mean: The sum of all the numbers in a group divided by the number of numbers in the group.

