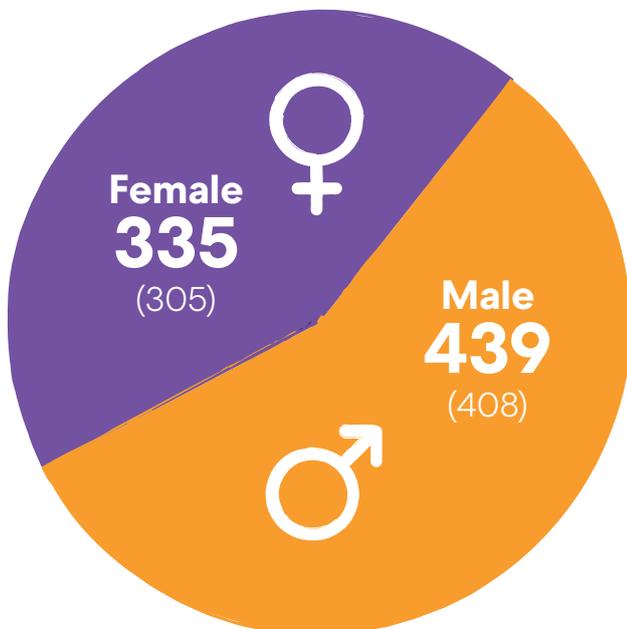


Gender Pay Gap Report 2019

This report has been developed using data from a snapshot date of 5 April 2019 and data regarding bonus payments made between from 6 April 2018 to 5 April 2019. Figures from the 2018 report are shown in brackets.

Workforce Data on snapshot date 5 April 2019*

Total staff
774
(713)



FT (37 hours +)
658 (607)



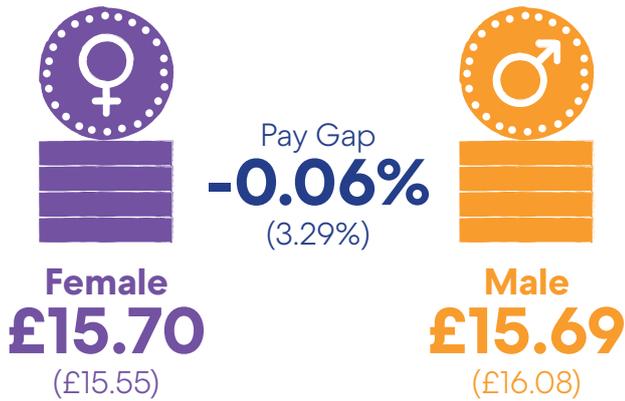
PT (under 37 hours)
116 (106)



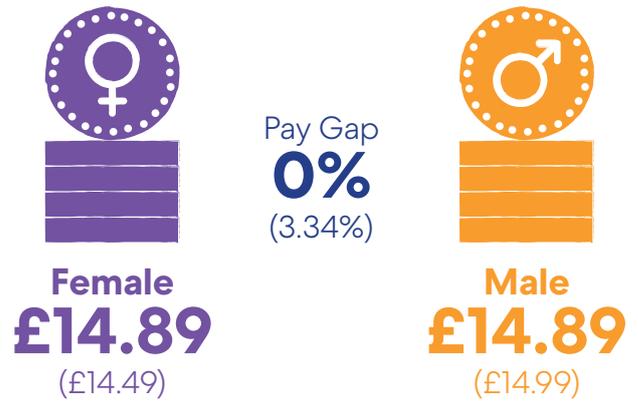
*In line with the guidance, 36 members of staff were removed from the hourly rate calculations as they did not receive a normal pay in the pay period of the snapshot date.

Gender Pay Gap Calculations

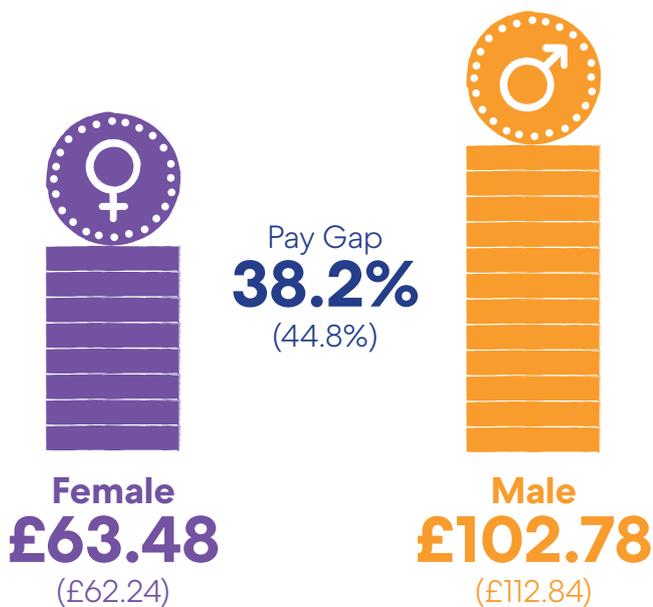
MEAN Hourly Rate



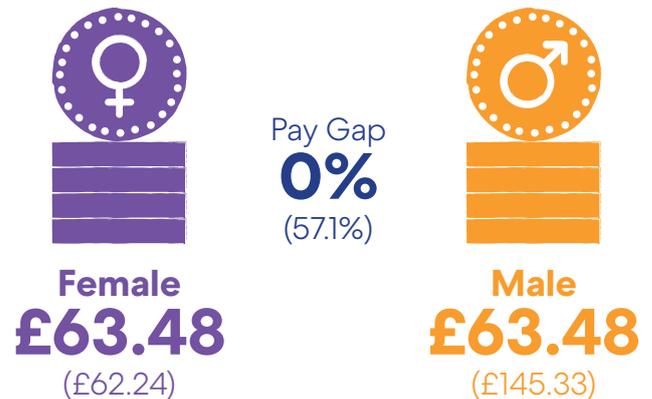
MEDIAN Hourly Rate



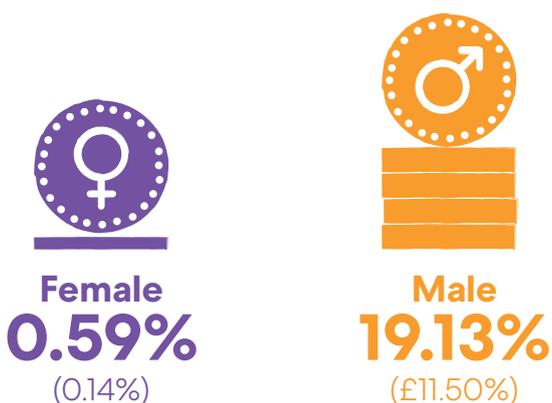
MEAN Bonus Pay



MEDIAN Bonus Pay



Bonus Pay Gender Proportion

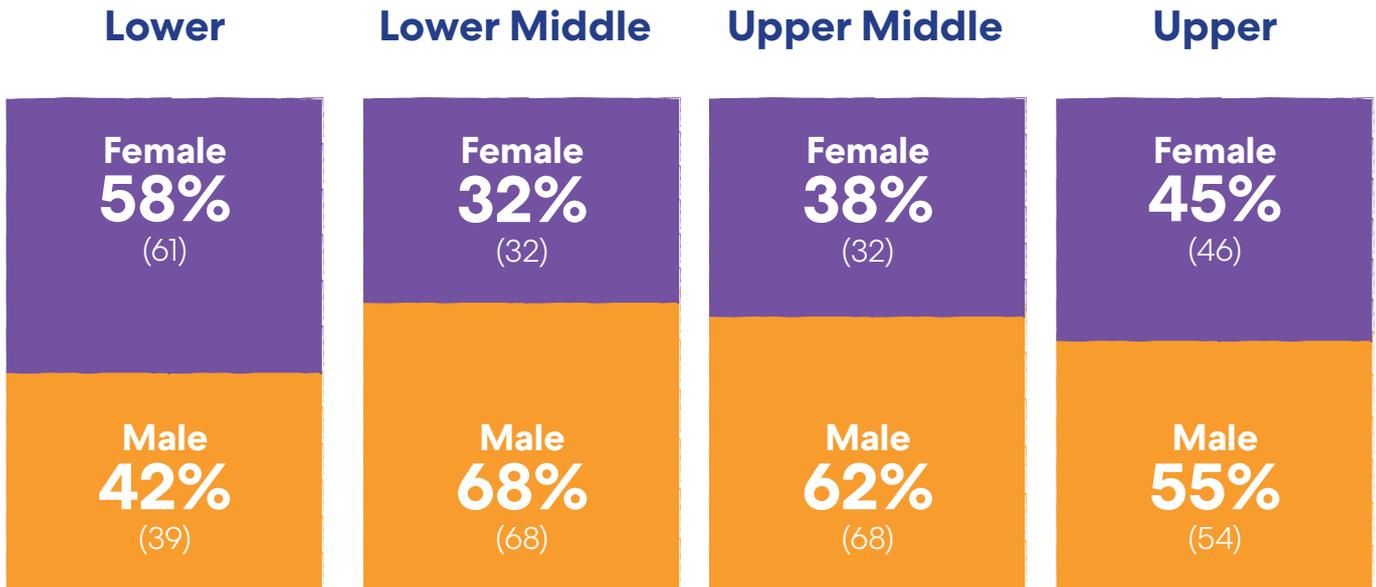


What does the data tell us?

There are a number of factors driving our Gender Pay Gap which are not unique to Karbon, and in particular organisations that have been formed via mergers and have varied sets of terms and conditions to address.

- Our mean gender pay gap is -0.06%. This is significantly lower than the national average of 17.3% and a reduction from Karbon's 2018 figure of 3.29%. This is great progress and we remain committed to maintaining the positive performance in this area.
- The data shows Karbon has many more males than females that were paid a bonus (84 males, 2 females) within the reporting period.
- The bonus payments included in the calculations are attendance payments which were paid to former Isos trades colleagues.
- Within the negotiation of Karbon terms and conditions, the attendance payments ceased on 1 June 2019 and this will therefore be reflected in future gender pay gap reports.

Gender Pay Quartiles



What is Karbon doing to maintain our Gender Pay Gap?

Our recruitment practices are founded in ensuring accessibility at all levels of the organisation. The Karbon Leadership Team has an almost equal split of male and female colleagues with 10 males and 9 female colleagues in these roles.

The Karbon Way of Working project continues to explore how Karbon can be a more agile and flexible employer, in order to serve our customers even better and offer working patterns that support enhanced flexible working opportunities for our people. We have seen a gradual increase in flexible working requests from both male and female colleagues, including members of the leadership team.

As part of our People Strategic Plan, we are beginning a number of projects which will support our commitment to improve how we attract, engage and develop our people, regardless of their gender or other protected characteristics, these projects include:

- A recruitment project that will include a review all of our practices to ensure we continue to be accessible to females. This will include our approach to placing job adverts and unconscious bias training for recruiting managers.

- Our new Learning Management System will provide a more flexible approach to learning and development which will be especially beneficial to part time colleagues – of which the vast majority are female.
- A review of our approach to talent management and succession planning will ensure career opportunities are accessible to female colleagues who wish to develop a career with us.

These plans are actively sponsored by our board and leadership team and we are committed to equality in all areas of Karbon.

Scott Martin
Executive Director - Resources