



Gender Pay Gap Reporting 2017

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What is gender pay gap?

The gender pay gap shows the differences in the average pay between men and women.

The gender pay gap differs from equal pay. Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. It is unlawful to pay people unequally because they are a man or a woman.

Freedom has always been an organisation where people can thrive and develop regardless of their gender or background and we will continue to offer fair, equitable pay to all colleagues. A large proportion of our roles involve highly skilled/technical disciplines, typically skills sets relate to electrical, civil and security system design, installation and maintenance. Females are a smaller margin of Freedom's total workforce population. Furthermore, there are more men in senior management as many have worked in technical roles before progressing.



We continually strive to recruit female talent into the organisation and provide opportunities within for career variation, and/or progression within skill sets/technical disciplines.

It is well documented that the reasons behind a gender pay gap can be complex and should not be taken on face value. We are confident that our gender pay gap does not reflect an equal pay issue as we believe it is a result of the types of roles males and females are performing in our business. This is consistent with the pattern seen across our industry peers however is an area where we need to challenge tradition and attract more women into what are currently male dominated roles. Our current gender balance reflects 21% females in the organisation which is comparable to industry norms of 22% (source: Office for National Statistics Feb 2018 submission).

Our gender pay gap data

Base pay	% gap
Mean	28.04%
Median	27.79%

Quartiles	Male	Female
Upper Quartile	92.81%	7.19%
Upper Middle Quartile	93.53%	6.47%
Lower Middle Quartile	78.01%	21.99%
Lower Quartile	68.57%	31.43%

Bonus	Male	Female
% in receipt of a bonus	16.77%	5.32%

Bonus	% gap
Mean	90.00%
Median	91.72%

Next steps

Whilst we acknowledge the differences and underlying causes, Freedom will continue to actively develop an environment whereby employees can access the same opportunities. This will involve focusing on our attraction and selection methods, as well as our employee engagement initiatives such as flexible working, career pathways and training programmes.

Action and declaration

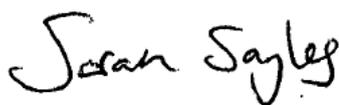
Being committed to creating a diverse workplace providing equal opportunities to all our employees irrespective of gender, Freedom will endeavour over the next three years to:

1. Monitor pay, bonus and career progression amongst staff irrespective of gender
2. Continue development of a single pay and grading structure for all employees using market-benchmarked rates for all roles. This will allow pay to be reviewed fairly for all employees
3. Continue to enhance our recruitment and selection methods to attract a wide and varied talent pool for vacancies
4. Nurture our employer brand advocating our fair and ethical approaches
5. Maintain a supportive learning environment to maximise the full potential of our staff through skills and experience
6. Provide assurance that this action plan is committed to and will be regularly reviewed by senior management to ensure its effective implementation

Declaration

Freedom confirm that the information and data provided is accurate and in line with mandatory requirements.

Signed

A handwritten signature in black ink that reads "Sarah Sayles". The signature is written in a cursive, flowing style.

Sarah Sayles, HR Director



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We'll take care of it