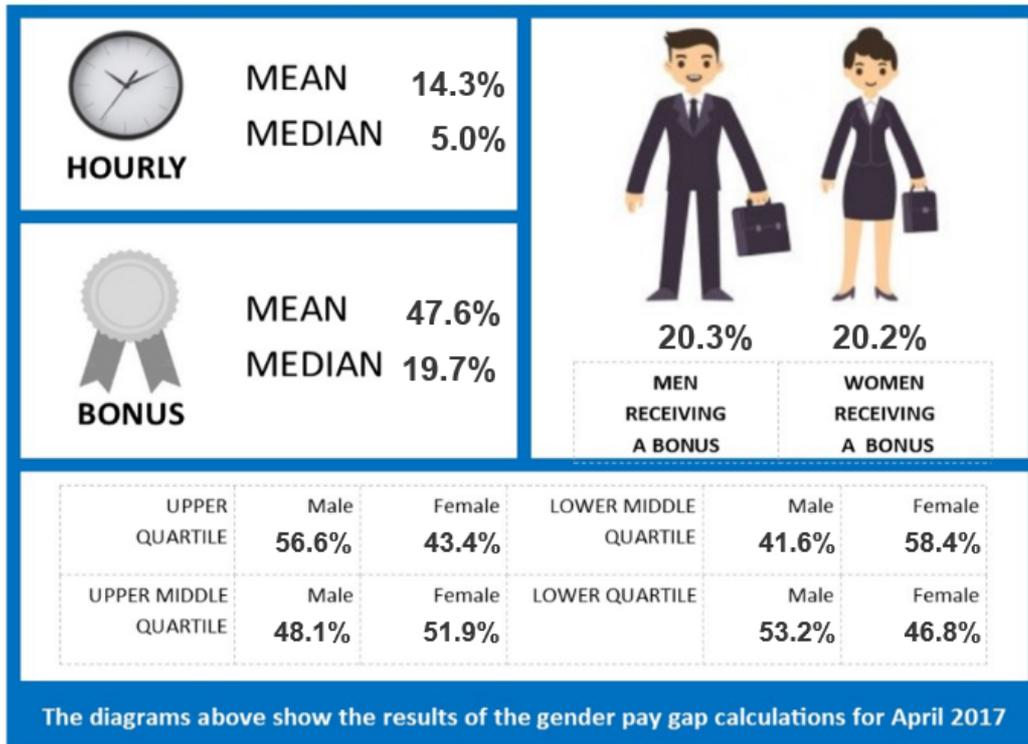


## Norse Limited



The gender pay gap is not the same as equal pay. Equal pay ensures that men and women doing the same jobs are paid the same. The gender pay gap shows the difference in the average pay of men and women in the entire workforce.

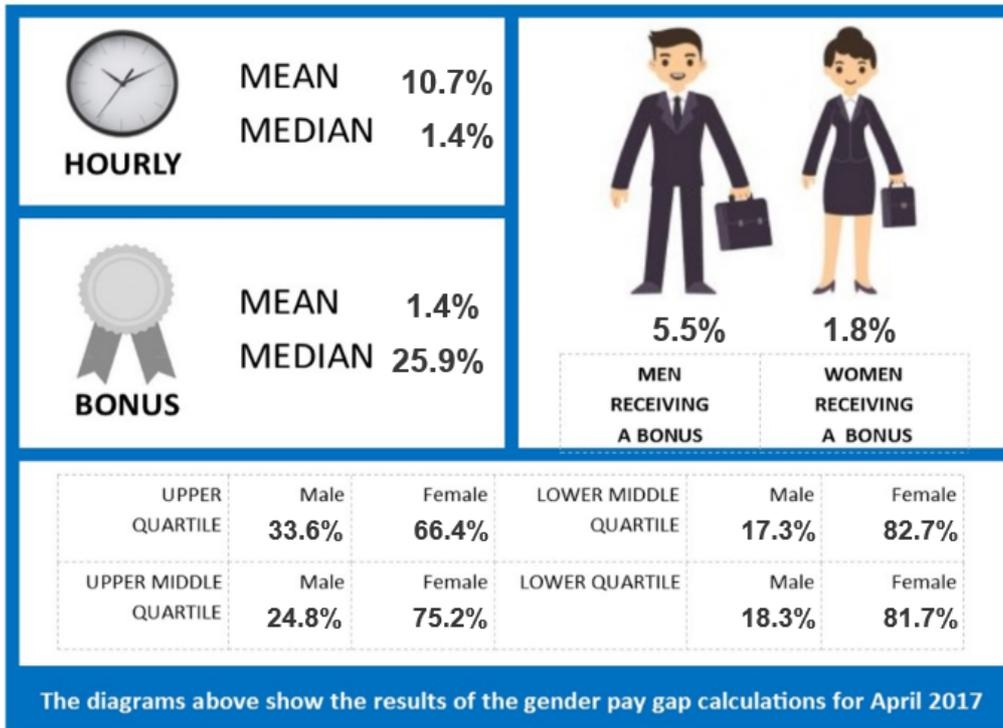
Analysis in Norse Limited demonstrates that using the mean, men are paid 14.3% more than women and 5.0% more using the median. This is less than the national average of 18% (Office of National Statistics 2016). This business area has a greater gap than the company as a whole which is 12.5%.

The difference is skewed by the balance of senior men and women. Included in this are the Senior Team which had three women and nine men. The FM industry is traditionally a male environment and attracting women at a senior level has proved challenging.

We are attempting to redress this imbalance by reviewing recruitment strategies to try to attract more women. Graduate recruitment, which will provide future senior staff, is beginning to attract more female candidates and our mentoring and coaching programme's should ensure we retain this talent.

The bonus system is under review at present and this should impact favourable on reducing the bonus gap.

## Norse Eastern



The gender pay gap is not the same as equal pay. Equal pay ensures that men and women doing the same jobs are paid the same. The gender pay gap shows the difference in the average pay of men and women in the entire workforce.

Our analysis in Norse Eastern demonstrates that using the mean, men are paid 10.7% more than women and 1.4% more using the median. This is less than the national average of 18% (Office of National Statistics 2016).

We are attempting to redress this imbalance by reviewing recruitment strategies to try to encourage more female applicants for management roles. Graduate recruitment, which will provide future senior staff, is beginning to attract more female candidates and our mentoring and coaching programme's should ensure we retain this talent.

The bonus system is under review.