

## Eden Project Limited

### Gender Pay Gap - Reporting Date 5<sup>th</sup> April 2017

#### **Background**

From 2017, the Government requires any employers with more than 250 employees to report on their Gender Pay Gap in a number of combinations. Initially, whilst this is a requirement, the reporting will be made on a voluntary basis to the approved website, and must also be reported on the organisation's website. The understanding is the initially voluntary declaration of this information will be reviewed, to assess if this should become a compulsory requirement for organisations and therefore may be subject to penalty fines if not complied with.

Whilst a small number of high profile organisations have reported to date, it is anticipated that the majority of organisations will not declare until closer to the deadline of the one year point from the collation of the data, i.e. no later than 4<sup>th</sup> April 2018 for this first year of reporting. For all organisations other than those in the public sector, the snapshot used for the data collection was dictated as 5<sup>th</sup> April 2017.

The Government has issued guidelines on who should be counted (all employees on payroll at the given date), including job share and any agency workers who are providing the organisation with a service. The data is to be gathered into four quartiles and the following information is the standard for all organisations to publish:

1. Your mean gender pay gap
2. Your median gender pay gap
3. Your mean bonus gender pay gap
4. Your median bonus gender pay gap
5. Your proportion of males and females receiving a bonus payment
6. Your proportion of males and females in each quartile band

#### **How is "Pay" Defined?**

For the purposes of this calculation, pay is defined as follows:

#### **Defining Pay**

To ensure comparability with national gender pay gap figures, we have been consistent with the definition of pay used by the Office of National Statistics (ONS) for the Annual Survey of Hours and Earnings (ASHE). As such "pay" includes basic pay, paid leave, maternity pay, sick pay, area allowances, shift premium pay, bonus pay and other pay (including car allowances paid through the payroll, on call and standby allowances, clothing, first aider or fire warden allowances). It does not include overtime pay, expenses, the value of salary sacrifice schemes, benefits in kind, redundancy pay, arrears of pay and tax credits (regulation 2).

For the basis of the Eden calculations we have used this guide and therefore hourly rate of pay for all employees as this is a standard figure which is applied when any of the above allowances or type of pay is evoked.

## Bonus

Has to also be reported on as above, so we have identified one-off/bonus payments made through payroll for the previous 12 month period up to the data capture date of 5<sup>th</sup> April 2017.

## Calculating Gender Pay Gaps

The regulations require employers to publish their overall mean and median gender pay gaps as they are complementary indicators. As well as giving employers a better understanding of any pay gaps identified, this will facilitate comparisons with national and international figures:

- Reflecting the full earnings distribution, the mean can be useful because women are often over-represented at the low earning extreme and men overrepresented at the high earning extreme (regulation 4).
- By identifying the wage of the middle earner, the median is the best representation of the 'typical' difference as it is unaffected by a small number of very high earners (regulation 5).

The regulations require employers to calculate gender pay gaps using data from a specific pay period every April from 2017 (regulation 1). An April reference date largely avoids seasonal fluctuations in the workforce. This avoids overly complex calculations to capture all those employed during a twelve-month period, including those individuals that get promoted or leave. For Eden this does mean that this capture point may include Easter each year and therefore will include a number of seasonal employees, not just report on core employees.

Working with Sarah Thomas in Finance, we have prepared the data capture for Eden Project based on 5<sup>th</sup> April 2017 and would report as follows for the required sections of the reporting.

## Core Employee Data

At 5<sup>th</sup> April 2017, the employee base was broken down as follows in the four quartiles, and a total employee count at this point (which included the main Easter programme for Eden) was 657 employees and a breakdown of 55.7% female and 44.3% male distribution within the workforce.

Count of Emp No	Male/Female				
Quartile	F	M	Grand Total	% Female	% Male
1	94	71	165	57.0%	43.0%
2	93	73	166	56.0%	44.0%
3	91	71	162	56.2%	43.8%
4	88	76	164	53.7%	46.3%
Grand Total	366	291	657	55.7%	44.3%

## 1. Mean Gender Pay Gap

Quartile	MEAN F	MEAN M	MEAN GAP £	MEAN GAP %
1	5.81	5.83	- 0.02	-0.31%
2	7.37	7.36	0.01	0.14%
3	8.98	9.13	- 0.09	-0.98%
4	15.81	20.10	- 4.28	-21.30%
<b>Grand Total</b>	<b>11.77</b>	<b>14.42</b>	<b>- 2.65</b>	<b>-18.38%</b>

From this analysis we can see that the mean is minimal across the first three quartiles, but that we see a more significant differential in the 4<sup>th</sup> quartiles which would include the more senior bands in terms of pay, including Director Salaries.

We would note that in the 1<sup>st</sup> quartile this will include Eden Apprentices and some of our younger team members in entry level roles. Eden commits to pay above National Minimum Wage level for the age brackets from 16-20 years of age (with set apprentice rates based on two year contracts of tenure). We also took the decision to pay national Living Wage at age 21 rather than 25 as required, which will impact the 2<sup>nd</sup> quartile.

The 3<sup>rd</sup> quartile will include many supervisory, junior management and technical roles where we would expect to see a wider stretch and we know that we have more males employed in roles such as our Technical Services / Estates than we do a female population, but then this balances with more females employed in the supervisory and junior management roles.

The 4<sup>th</sup> quartile is where we will have senior management and director roles with a much higher distribution of salary, but again in this quartile we have more female than male colleagues. The Eden Project Limited board consists of a number of Executive (employed) and Non-Executive Directors, where there are more male members of the team, however this is something that is actively being worked on with development plans and appropriate recruitment of additional non-executive directors. The Leadership Team is well balanced across both genders and salary profiles.

Our Executive Director Salaries range from £85,000 to £120,000 with the top end of this bracket being CEO salary. Our Leadership Team salaries (these posts will report to an Executive Director and manage a strategic function within the organisation) range from £46,564 to £80,000. Our lowest salary for a permanent team member in an entry level role, who is over 21 years of age, would be £15,600 for a full time employee without any overtime or additions. Eden operates a job evaluation process for all roles below Executive level and operates within a 10 band pay structure for evaluated positions. In the last two years the main focus for pay increases has been to implement National Living Wage (and doing this from age 21), maintain differentials in Bands 1-4 which are the roles up to Junior Supervisor level and ensure that we pay above national minimum wage level for those aged between 16-20. Apprentices have a separate pay scale which is set at National level in Year one and an Enhanced level in Year 2.

During 2017 Eden Project International Limited was established. All roles remain evaluated through the same system used for all Eden roles, so salaries will remain commensurate and within the same 1-10 bands that we have established.

## 2. Median Gender Pay Gap

Count of Emp No Quartile	MEDIAN F	MEDIAN M	MEDIAN GAP £	MEDIAN GAP %
1	5.90	6.15	- 0.02	-3.99%
2	7.38	7.30	0.08	1.03%
3	9.13	9.37	- 0.24	-2.54%
4	14.90	15.38	- 0.48	-3.10%
Grand Total	10.54	11.06	- 0.52	-4.67%

When moving onto the Median analysis for the data capture group we can see all quartiles have under a 5% differential, and overall this equates to -4.67% difference between the male and female pay levels when assessed across all bands.

## 3. Mean Bonus Gender Pay Gap

As a Charitable organisation, we do not have a bonus culture. Any one-off payments made such as this are in definition of some exceptional work or project completed that has significantly contributed to the delivery of a key area of the operation. In the reporting year, a total of 12 one-off payments was made to employees. This saw a significant level of payments within our Senior Chef Team due to a shortage of skilled chefs in that year and a need to recognise the huge additional working contribution they had made in that period so a number of one off payments were awarded to the team. Our Chef team at a senior level is all male, which will be seen in this distribution of figures for this.

Row Labels	F	M	Grand Total	% Female % Male	
1	2	1	3	66.7%	33.3%
2		3	3	0.0%	100.0%
3		3	3	0.0%	100.0%
4		3	3	0.0%	100.0%
Grand Total	2	10	12	16.7%	83.3%

Row Labels	MEAN F	MEAN M	MEAN GAP £	MEAN GAP %
1	215.00	230.00	- 15.00	-6.52%
2	-	750.00	- 750.00	-100.00%
3	-	1,000.00	- 1,000.00	-100.00%
4	-	1,750.00	- 1,750.00	-100.00%
<b>Grand Total</b>	215.00	1,038.33	- 823.33	-79.29%

#### 4. Median Bonus Gender Pay Gap

Row Labels	MEDIAN F	MEDIAN M	MEDIAN GAP £	MEDIAN GAP %
1	215.00	230.00	- 15.00	-6.52%
2	-	750.00	- 750.00	-100.00%
3	-	1,000.00	- 1,000.00	-100.00%
4	-	1,750.00	- 1,750.00	-100.00%
<b>Grand Total</b>	215.00	£1,000.00	- 785.00	-78.50%

## 5. Proportion of Males and Females Receiving a Bonus Payment

Based on our total population of employees this relates as:

		<b>With Bonus</b>	<b>Percentage</b>
Female	366	2	0.54%
Male	291	10	3.43%
Total	657	12	1.82%

## 6. Proportion of Males and Females in Each Quartile Band

Count of Emp No	Male/Female				
Quartile	F	M	Grand Total	% Female	% Male
1	94	71	165	57.0%	43.0%
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Grand Total	366	291	657	55.7%	44.3%

### Summary

In conclusion, Eden Project Limited has a good balance across the male/female split in the workforce, slightly higher levels of females proportionately in each of the four quartiles. The mean pay gap in the first three quartiles is less than a 1% differential; we see the largest differentials within the fourth quartiles which will contain all of the most specialist and senior roles within Eden Project. Here, we are aware of a noted differential between our highest Band 10 roles and those of Executive Directors whose roles/salaries are not managed within the Eden Project Job Evaluation and Benchmarking process that all other roles are measured through. There is an active project underway with an external pay and reward specialist looking at Leadership pay and reward at this time.

As a charity we will only have a limited budget each year that we can assign to application of reward requirements, and currently these have to be targeted at National Living Wage and maintaining appropriate differentials within the lower 1-4 pay bands. We then have to apply any remaining funds fairly based on the remaining bands 5-10. Eden doesn't operate a performance related or spinal point pay system. One off payment (bonus) are very limited each year, as can be evidenced within this report, and provided for key achievements over and above delivery of the role.

**Dawn George**  
**Head of Human Resources**  
**25<sup>th</sup> September 2017**