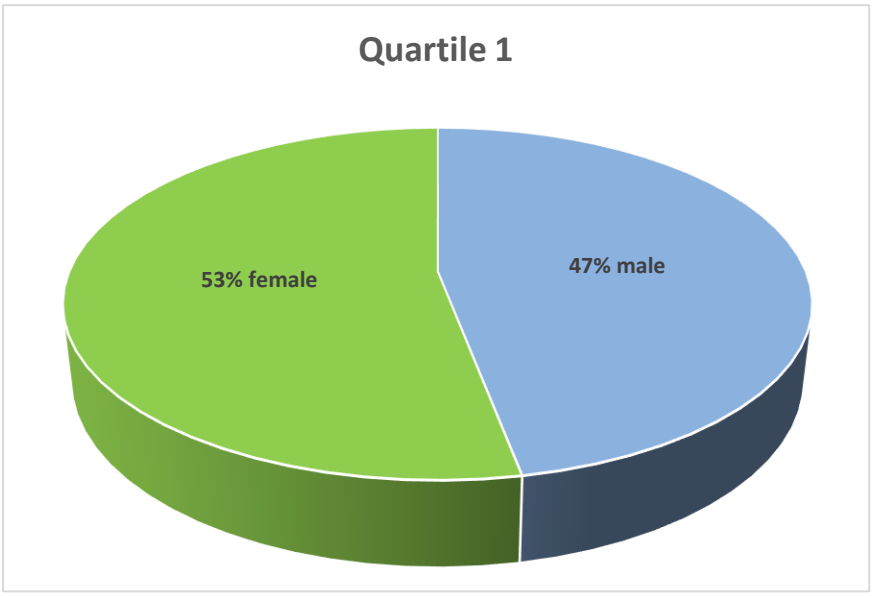
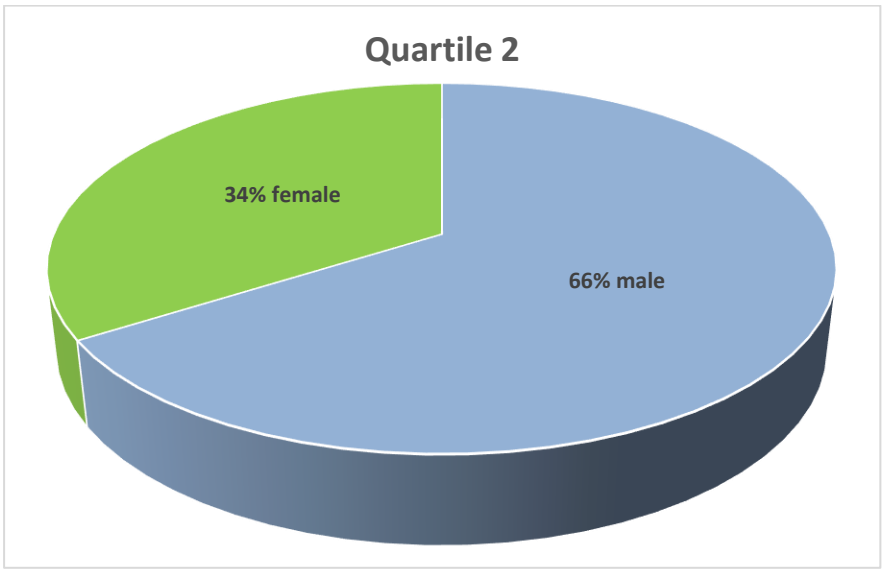
Understanding our gender pay gap - April 2018 data.

As noted last year, the fundamental challenge is to attract more technically inclined women into our medium engineering sized company in Banbury. The results summary can again be broken down as follows.

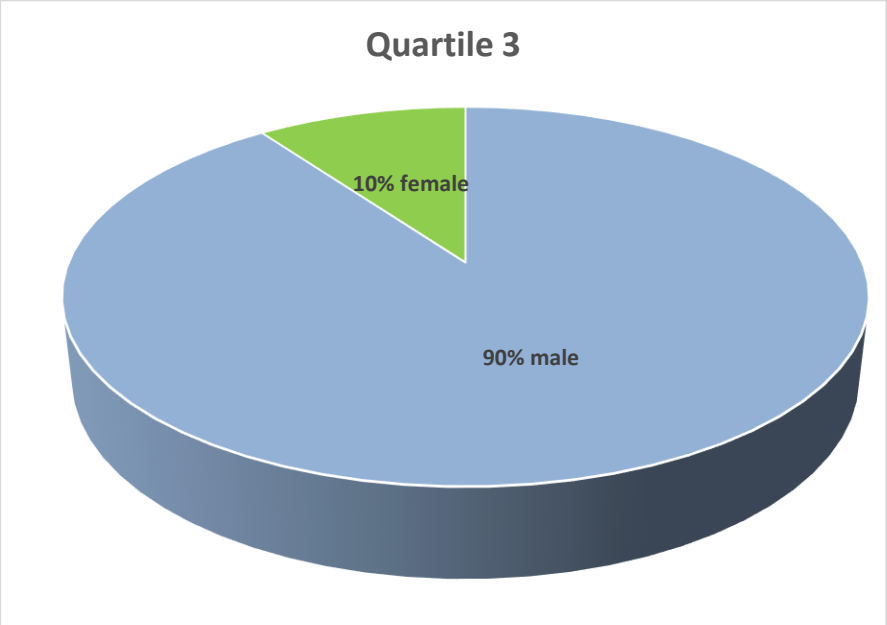
1. In the first quartile Q1, we have both clerical and semi-skilled operator roles and the number of each gender is in good balance



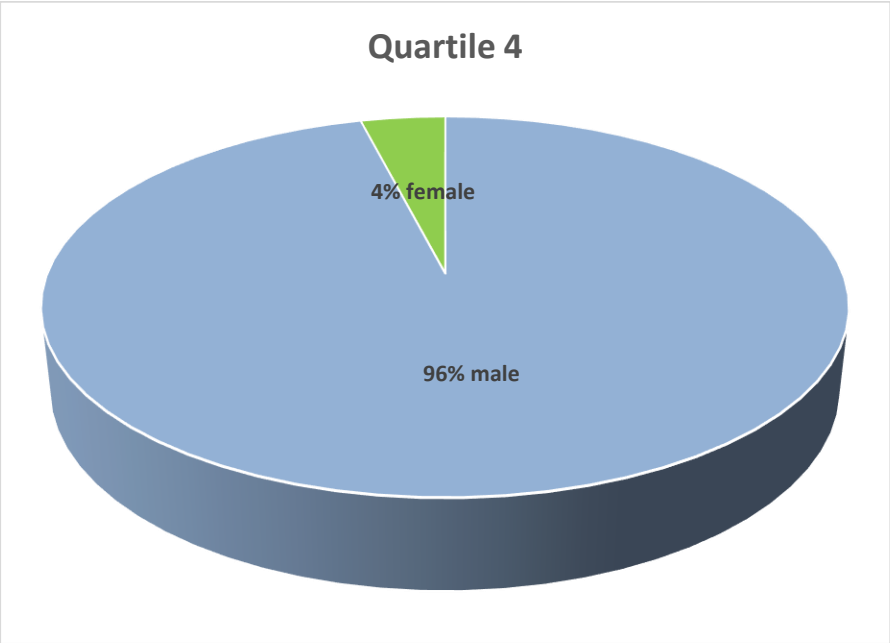
2. In Q2 there are four categories of employees, those in more qualified technical roles such as machinists; those in more qualified commercial jobs such as planning and procurement; those people who are in training for more technical roles and those working night-shift on semi-skilled jobs that would normally be in Q1. (Note that we operate fixed shifts rather than rotating shifts. We believe that this is important for health and social reasons.) We have a reasonable balance in the commercial and semi-skilled night-shift roles but the machinists and the technical trainees do skew the overall second quartile.



3. In the third quartile there are further commercial roles mainly held by females. There are also skilled operators including some on both night and weekend shifts carrying out roles that would normally be in Q2. The imbalance towards male machinists in Q2 is therefore also reflected in this quartile. Q3 also contains some departmental managers and a few engineering trainees who are being developed for more senior roles.



4. Q4 comprises four groups: the most skilled CNC machine operators working night or weekend shifts and carrying out roles that would normally be in Q3; technical sales positions; senior design and production engineers and most of the management team.



		%
Quartile 1	Males	47%
	Females	53%
Quartile 2	Males	66%
	Females	34%
Quartile 3	Males	90%
	Females	10%
Quartile 4	Males	96%
	Females	4%
Mean gender pay gap		28%
Median gender gap		38%
Proportion receiving a bonus	Males	100%
	Females	93%
Mean bonus gender pay gap		37%
Median bonus gender pay gap		32%

Managing Director's comments

In this second year of reporting it is difficult to add much that is new to the notes of the 2017 report.

We have made some progress, adding two females to our management team and we have interviewed more females for our Apprentice intake in 2019. We have not yet completed that process at the time of writing this report, but things are moving in the right direction.
As can be seen from the HR comments below, we have a number of initiative in process, all designed to bring longer term improvements in the attraction of engineering subjects to women. Hopefully we will reap some reward from our labours, but at the least we hope to inspire a few more young women to take up the amazing journey of discovery and satisfaction that engineering provides.

Human Resource's comments

The Government Equalities Office produced a document on reducing the gender pay gap and suggested actions for employers. We were pleased but at the same time disappointed as the majority of actions recommended we already do and have done for a number of years. Some of the actions, to be fair it is not possible to do or our business doesn't work in that way. For example, it is sometimes just not possible to include multiple women in shortlists when by the nature of the industry, very few women, if any with the suitable skills apply.
Our pay policy does not allow for salary negotiations as we pay the same market rate for both men and women.
On a positive note we already use a skills-based assessment, have a robust structured review process and transparency in the way we promote, develop and reward employees. Our candidate selection process always includes a female.
We already encourage any male or female at any level to work flexibly whether it be part time, remote working or nonstandard hours – so we do a lot of good things.

Since the last gender pay gap analysis, we have been actively working with the Engineering Trust, our apprentice provider of which we are a stakeholder and founder member in developing the following ideas:

- To develop and deliver women in engineering road shows for schools utilising current female apprentices.
- To offer employer visits to interested female groups
- To create more promotional material for women in engineering.

We are also in the process of working with a local academy to promote careers at Norbar specifically allowing young people to see how our employees' careers have developed over a number of years. We are establishing 2-3 practical projects/exercises where we have invited the academy to visit but separating genders to see how each respond to the exercise. We hope that this will generate more interest in engineering for girls and we hope that generating this interest early on will encourage more females to apply for future jobs at Norbar.
We are also working with the Engineering Trust to part sponsor an event on 21 June in support of International Women in Engineering 2019. This will involve a female engineering speaker and written testimonials from past female apprentices to go on their website. Working with the Engineering Trust we hope to get some of these girls to become ambassadors to visit schools to promote engineering.