



pibgroup.co.uk



# Our journey at PIB Group (“PIB”)

PIB’s fifth annual Gender Pay Gap Report

Reported for April 2021 (released in April 2022)

**pib Group**

# Welcome

**Welcome to our fifth Gender Pay Gap report! Now into our seventh year of trading, PIB Group ('PIB') continues on an epic journey to meeting our ambitious expansion plans. We have celebrated many more milestones, though our acquisitive model means that we continue to face the same challenges in closing the gender pay gap.**

It is incredible to think that our 2021 snapshot date coincided the UK emerging from another period of restrictions prompted by the pandemic. Since then, life has picked up momentum, with PIB being no exception!

If you've been following our story, you'll be familiar with our growth particularly in Europe over the last twelve months. So it is an interesting exercise to interrogate data from the snapshot date, when so much has happened since then for our fast-paced business. Nonetheless, this is a welcome opportunity to reflect and constantly strive to improve.

## **Same drivers behind our pay gap**

As in previous years, PIB's acquisitive model impacts our gender pay gap reporting as every new business changes the shape of our Group. When the 2021 snapshot date was taken, a further ten companies had been acquired of which eight are based in the UK and incorporated into this year's report.

The key drivers behind our gap prevail:

- > inherited gender pay issues from new businesses ahead of integrating PIB's Diversity & Inclusion strategy, practices and procedures
- > fewer females found in middle managerial roles, though significant progress has been made

We are very proud of our people who play a critical role in providing customers with exceptional levels of service. They are integral to PIB's success, which is why substantial investment is made for our people so that they want to be part of PIB and stay here. Our recruitment and development programmes are continually being enhanced to resonate with colleagues at every level. These are the two measures that we focus on to help close the gender pay gap.

Steady improvement is being made as our organisation matures, though this is a long-term journey. We are particularly proud of progress made across our quartiles due to increasing opportunities for internal mobility and promotion, as well as attracting external senior female hires. This report provides our most recent reporting results together with progress against a number of initiatives which we believe add the most value to all our people and to PIB.

We confirm that the data contained in this report is accurate.



**Brendan McManus**  
PIB Group CEO



**Fiona Andrews**  
Chief People Officer

# What is the difference?

## Gender Pay Gap

**The Gender Pay Gap report measures the difference in average (mean or median) earnings between men and women across an organisation in the UK. The measure is shown as a percentage of men's pay.**

Calculations are based on employer payroll data drawn from a specific date each year, called the 'snapshot date'. The gender pay gap is different from equal pay and Gender Pay Gap reporting is part of the UK Government's strategy\* to reduce the pay gap. It is a requirement for all businesses with a headcount of over 250 people.

## Mean v Median



**Mean gender pay gap** is the difference between the average hourly earnings of men and women.



**Median pay gap** is the difference between the midpoints in the ranges of hourly earnings of men and women. It takes all salaries (from lowest to highest) and highlights the middle salary.

## Equal Pay

**Equal pay is a legal requirement in the UK and which PIB Group is absolutely committed to.**

We regularly review our data to ensure men and women are rewarded fairly within their roles. We are confident that we do not discriminate between males and females who carry out the same roles with the equivalent knowledge, skills and experience.

### What is the gender pay?

A reporting requirement

Considers all employees, regardless of role

Reflects relative seniority within the organisation

### What is equal pay?

Legal requirement

Employee with jobs of 'like work, work rated as equivalent value or equal value'

Pay difference between male and female employees



*\*More information is available on the government website*

# Our gender pay gap in figures for 2021

## £ Hourly pay figures

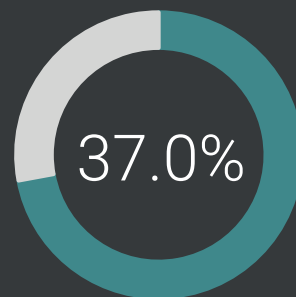
42.11%  
Mean

29.98%  
Median

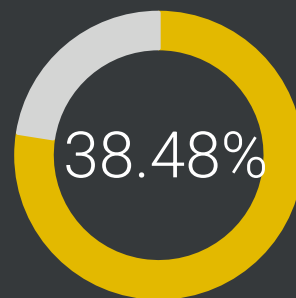
## Employees who received a bonus



Men



Women



## Difference between men and women bonus pay

89.2%  
Mean

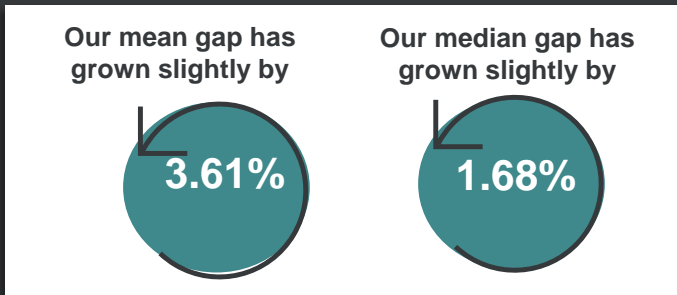
58.4%  
Median

# Mean v Median 2021

There has been some fluctuation with the pay gap. This is driven by the same challenges presented by PIB's acquisitive model.

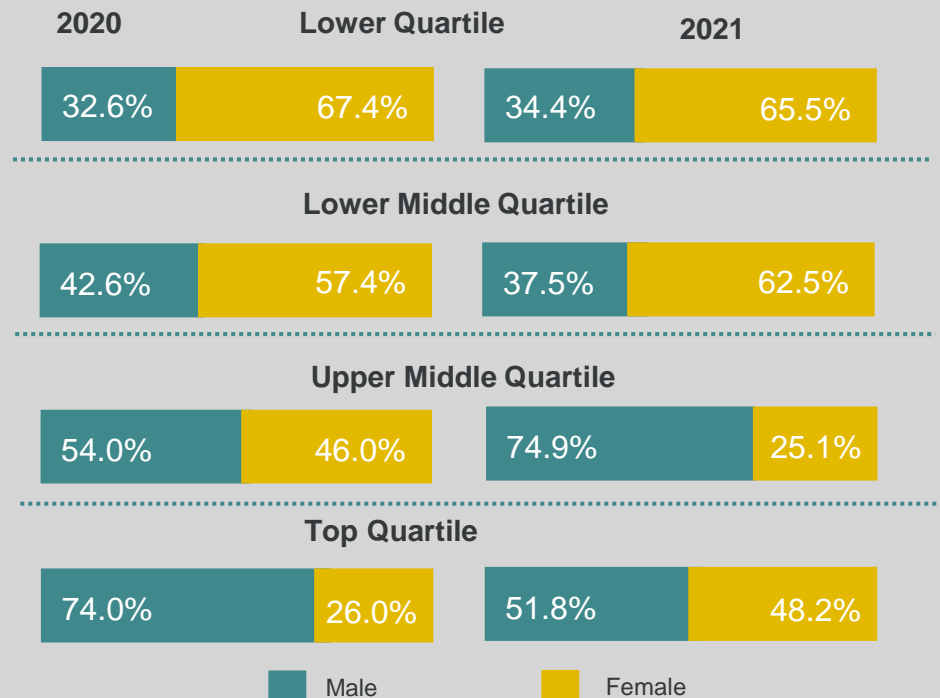
Some key considerations:

- > With the 8 new UK businesses, this included contact centre led businesses as well as small regional brokers who would not have previously been required to report on their gender pay gap
- > Contact centres within any industry traditionally attract a larger proportion of female employees in the lower pay quartiles, who are often choose roles such as these that offer flexible hours and shifts to attain a work / life balance
- > When drilling into detail across different parts of PIB, there are several success stories and examples of best practice (see next page).
- > Improvements in reporting for three of the four pay quartiles which reflect ongoing opportunities for internal movement and progression.



PIB's pay quartiles have seen a vast improvement. Highlights:

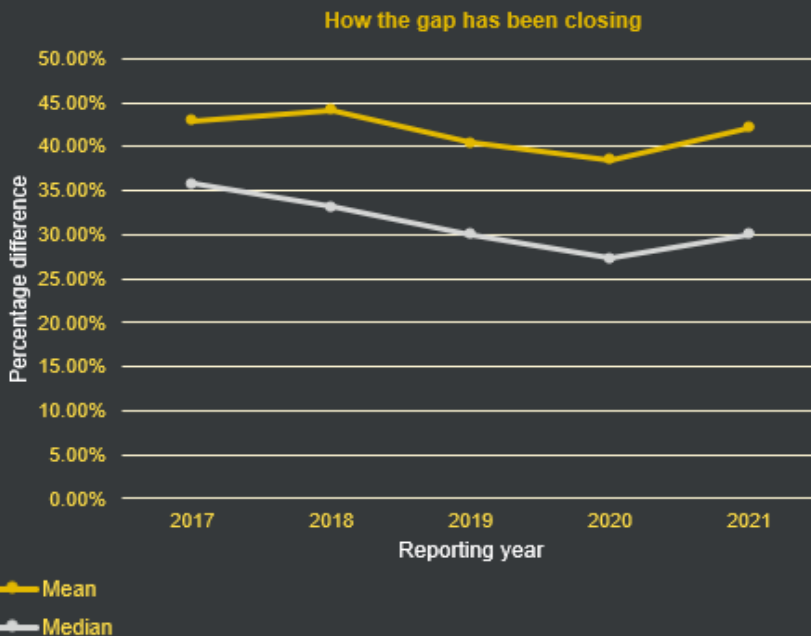
- ✓ Top Quartile shows an **almost even split** with 21.9% more females (compared to a 2.8% increase in 2020)
- ✓ More females in the Top Quartile reflects women moving from the Upper Middle Quartile due internal promotions and external senior hires
- ✓ 7.27% fewer female employees in the Lower Quartile, having moved into the next quartile seeing 5.13% more females in the Lower Middle Quartile



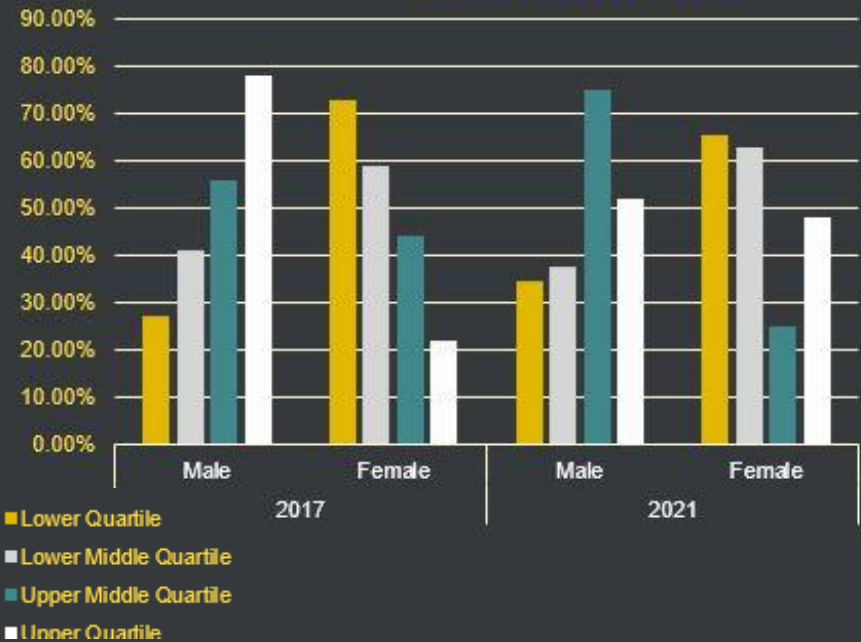
Male and female employees in each pay quartile

# Year on year improvement

With five years of reporting now available, the trend is reflective of the constantly changing shape of PIB Group. The graph below shows the amount that the gap has closed each year, and despite the slightly wider gap this year, it is still an improvement over the years since reporting was first introduced. Our quartile trends show a fantastic improvement since 2017, with more females moving out of the lower quartile and into higher ones.



Quartile trends 2017 v 2021



## Highlights and areas of best practice

When looking closer into PIB's different business areas, several show very positive signs of improvement.



✓ 11.13% was the smallest mean gap, and 12.22% was the smallest median gap



✓ 18.3% was the smallest mean gender pay gap in bonus pay while 16.66% was the smallest median gender pay gap in bonus pay



✓ Since 2017, our Mean gap has closed by **0.79%**, and our Median gap has closed by **5.82%**. These will likely continue to fluctuate in direct correlation to PIB's structure which is constantly changing and evolving.

# Spotlight on recruitment...

We believe PIB is an exciting career destination and an employer of choice in our industry. We are passionate about seeking opportunities to talk to people from diverse backgrounds and communities.

Many of our recruitment initiatives previously reported are starting to have a positive impact. These include:

- > **Shortlists with an even balance** of male and female applicants for senior hires
- > **More channels to advertise jobs** to reach deeper into communities and demographics. This includes social media, different job boards or online forums such as return to work parents, or communities by geography that are located near our centres
- > **External stories told by our people** to lift the lid on what it's like to work at PIB, to appeal to people of all backgrounds, levels and experience
- > **Vacancy adverts** better reflect PIB's brand through content and visuals and using gender neutral wording
- > **Female presence** on interview panels wherever possible for senior roles
- > **Openly advertising** vacancies with flexible working options
- > **Training for hiring managers** which incorporates enhanced Diversity & Inclusion knowledge and skills development

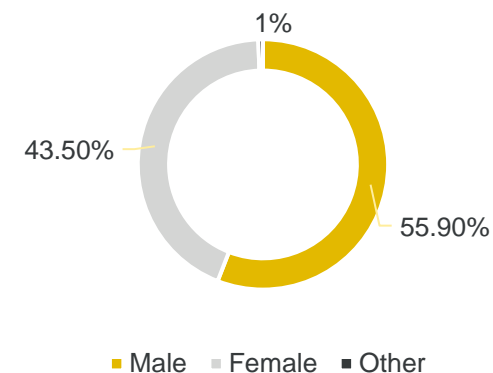
## We are continuing to achieve more balance in applicants

A broader profile of candidates are continuing to apply for roles, with a more even balance of men and women and together with a greater number of non-white British applicants who are a more representative selection of excellent candidates. We actively work to balance the number of female and male candidates for senior roles.

Of our offers made in 2022, we have achieved an almost even split across male and females\*. We attract external candidates from a range of sources, while 15% of vacancies are filled internal movements or promotions.



## We achieved a near even split of male and female applicants\*



\*snapshot data taken in March 2021



# Spotlight on... learning and development

**We are passionate about making PIB a great place to work.**

**Everyone has the opportunity to develop their competence and progress their career through our approach to continuous Learning & Development (L&D).**

Our population of female leaders continues to grow and this remains a real strategic objective. Our broad L&D programme has something for everyone at all stages in their careers.

- > The **Executive MBA programme 'Accelerate'**, which we previously reported on, is progressing well. It is one of several ways that we develop talent and exceptional people within the business. The first cohort includes several talented female managers.
- > The new **Next Generation** programme targets an entirely different audience to Accelerate who are starting out with their careers.



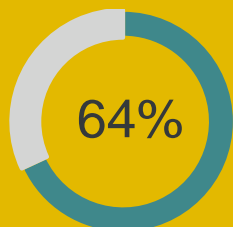
## **New! Next Generation programme**

This programme is designed to develop those in their early careers.

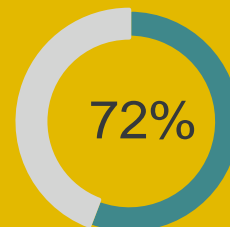
- ✓ Six days of learning spread over several months giving the opportunity to bring new skills back into the workplace, equipping colleagues with the skills, confidence, and knowledge to excel in their given roles and define their careers within PIB Group.
- ✓ Uses a range of frameworks to create highly practical learning journeys that focus on behavioural change that will last throughout someone's career at PIB.
- ✓ Development sessions covering effective communication, resilience, networking, teamwork and being adaptable.

A good mix of young male and female professionals took part, and we look forward to seeing them progress over the next few years.

**Our gender split is becoming more balanced for those taking part in our management and leadership development programmes:**



of management development programme participants are female (compared to 70% in 2021)



across all leadership development programmes (including future or mid leadership) are female (compared to 43% in 2021)



# Continuing and coming soon – recruitment and retention measures

We are constantly exploring ways to enhance recruitment and retention measures, and to continually improve engagement:

- > **Continue** - Endorse our ethic of **flexible working practices**. Our managers are empowered to support team members in arranging flexible working practices, as well as encouraging colleagues to work from any of our offices to collaborate, connect and network with others.
- > **Continue** – Our **enhanced paternity leave policy** has been a great success. Since its introduction in 2019, the policy has also helped to create even more of a level playing field for attracting and retaining top talent.
- > **Coming soon** – **Launch of a new volunteering policy**. Many of our businesses have a strong local presence, brand and reputation. Making a positive impact on our communities strengthens this and engages colleagues in our wider culture. This programme supports individuals and teams who want to engage with charities and communities by offering paid leave to volunteer locally. It builds on PIB's broader CSR agenda, and is also in response to requests from employees.
- > **Coming soon** We are exploring the opportunity to attain accreditation to become a **Living wage employer in 2022**. This is a strong endorsement of our ethics and desire to ensure that our people earn a wage that meets the costs of living in the UK. Carrying the Living Wage Foundation logo on our website and recruitment adverts further endorses our commitment to our people.

Would it be possible to have extra 'volunteering' days i.e. paid annual leave if it's taken to volunteer individually or with colleagues.

This is an innovative business that prioritises inclusion and dialogue. This is a great place to work at with great people.

I am incredibly thankful to work for PIB Group who provide 3 months' fully paid paternity leave - an invaluable benefit, particularly with a toddler already running the show..!

# Summary

**Addressing our gender pay gap requires long-term commitment and we are proud of all our achievements to date. Throughout this report, we have highlighted further progress made over the last 12 months with more to look forward to.**

As PIB continues to evolve and mature, we remain committed to our responsibility in closing the gender pay gap. To learn more about PIB Group, please visit our website [pibgroup.co.uk](http://pibgroup.co.uk)

“

I've worked with PIB a lot over the years and I know the people are great. I also love how much emphasis is put on collaboration across the Group!

”

“

I was attracted to PIB by the ambition and growth rate of the business under its current leadership. It is clearly an exciting, progressive and dynamic organisation, competing in a crowded marketplace but already distinguishing its brand and reputation from the traditional incumbent players. Who wouldn't want to work in such an organisation!

”

“

It's refreshing to be part of a business that really does care about its people and values their opinion.

”

”

“

I was so pleased when my flexible working request to change from a five day to a four day working week was accepted by my manager. It means that I get to spend an extra day with my son before he heads off to primary school in September. This is a huge extra benefit to me and my family!

”





# Gender Pay Gap Report 2020

