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FCE Bank plc

# Gender Pay Report

For the 2017 Reporting Period



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## Introduction

FCE Bank has two sites in the UK; our Head Office in Warley, Essex which employs over 500 staff and our Manchester Business Centre, employing over 300 staff. Both of these sites are different in terms of available roles, for example, our more senior level management positions are based at our Head Office in Warley. In addition, the organisational demographics are very different. At our long-established Head Office the average tenure is 15 years, with an attrition rate of 4%, and in Manchester we have staff with an average of 5 years of service and a higher attrition rate (circa 15%). Across both sites we have a roughly equal split of male and female staff (47% female in Warley and 46% female in Manchester).

Within FCE Bank we are committed to equal opportunities irrespective of gender or other protected characteristics, and want a diverse workforce that reflects our customers.

FCE Bank offers a range of family-friendly policies to support staff within the organisation including up to 12 months' occupational maternity pay and flexible working. Approximately 150 (20%) of our staff have formal flexible working arrangements, of which 79% are female employees, as well as those staff who operate a more informal flexible working arrangement.

## What is the Gender Pay Gap?

The Gender Pay Gap is an equality measure that shows the difference in absolute average earnings between women and men. For Gender Pay reporting purposes, two types of average figures are used:

- **Mean** average - calculated by adding all of the pay values up and dividing by the number of values in the list.
- **Median** average - calculated by listing all pay values in numerical order, and taking the middle number on the list (or a mean average of the middle two numbers if there is an even number of values).

For each type of average, the percentage gap between women and men is calculated. A positive value reflects female employees having lower pay or bonus than male employees.

## Pay and Bonus Gap

	Mean	Median
Gender Pay Gap	16.6%	7.5%
Gender Bonus Gap	80.0%	32.3%

**Pay:** For FCE Bank in the UK, our mean gender pay gap is 16.6%, compared to the national mean average of 17.4% for both full and part time workers. Our median gender pay gap is 7.5%, compared to the national median average for both full and part time workers of 18.4%<sup>1</sup>. Whilst this is a positive comparison against the national averages, we recognise that we have further to go.

**Bonus:** FCE Bank operates three different bonus schemes which are available to different population groups; "On the Spot" recognition awards of gift vouchers (up to the value of £50), our Manchester staff bonus scheme and our corporate management bonus plan (available to approximately 4% of our staff). The mean gender bonus gap of 80% is largely driven by the disproportionate number of male to female employees within our senior management grades who are eligible for our corporate management bonus plan.

## Equal Pay

Gender Pay Gap reporting is different 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.

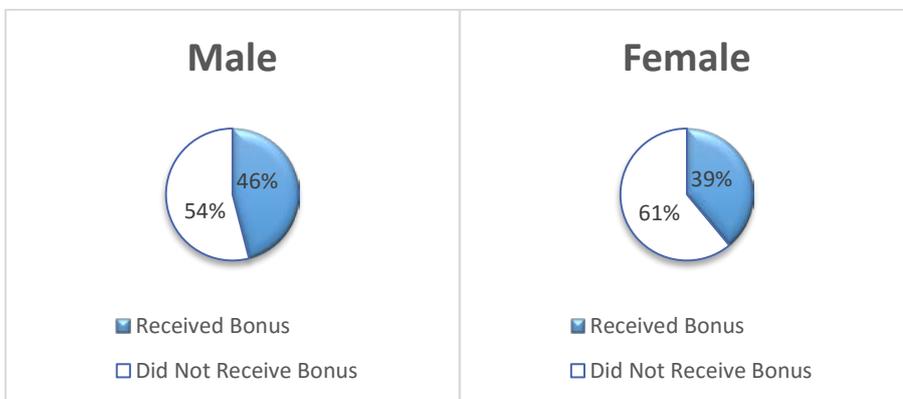
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<sup>1</sup> Office of National Statistics 2017 Figures

FCE Bank is committed to treating employees fairly and we are confident that our male and female employees are paid equally for doing jobs of equal value. When we analyse our pay data within our job grading structure and contract types, our population weighted average shows we have a 0.23% pay lead for women.

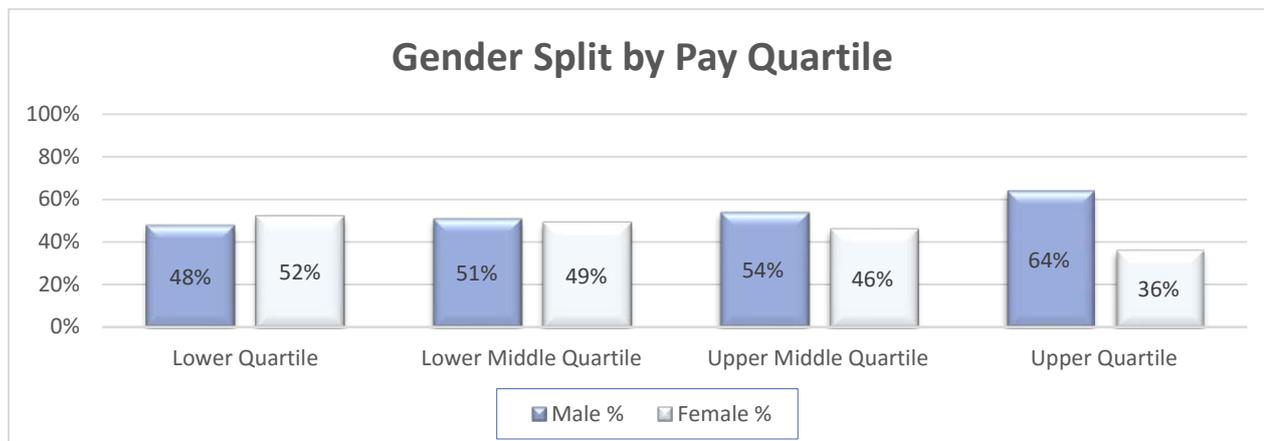
### Proportion of employees receiving a bonus

The charts below show the proportions of males and females receiving a bonus from one of the three bonus schemes in FCE Bank; “On the Spot” recognition awards, Manchester staff bonus scheme and our corporate management bonus plan.



### Proportion of males and females in each Pay Quartile

The chart below shows the proportions of male and female employees in four quartile bands. The quartiles are determined by ranking all hourly pay from lowest to highest, and then dividing this into four equal number sections (or as close as possible to this).



### What actions are we taking?

We are taking steps to improve our gender pay gaps through building a talent pipeline that is more reflective of our workforce and customer base; for instance, 44% of roles in our first level management positions are now filled by women. However given our relatively low levels of staff turnover (in particular at our Warley Head office), the actions we are taking will take time to significantly alter our gender pay gap.

In order to continue creating a more flexible and representative organisation, we are refreshing our Diversity and Inclusion strategy as part of our commitment to doing so.

We will continue to work towards improving our gender pay gap by:

1. Improving our recruitment targeting to ensure a diverse range of external applicants.
2. Ensuring senior level succession planning continues to focus on diversity considerations.
3. Enhancing our flexible working policy and approach to provide more support to managers to ensure that flexible working is encouraged and supported where possible.
4. Continuing the roll out of diversity and inclusion training, including unconscious bias training.