



2020

GENDER PAY GAP REPORTING

GENDER PAY GAP REPORTING

We believe that having a diverse workforce and inclusive culture is vital for our success. We are committed to further developing our culture of diversity, inclusion and belonging through raising awareness and implementing initiatives that encourage the recognition of individual differences, helping our colleagues to reach their full potential, and bring their true self to work regardless of their gender or background.

In the UK we have 4 legal entities City FM (UK) Ltd, CityFM (Distribution) Ltd, City FM and CBES who meet the qualifying criteria for reporting their gender pay gap data. In this report we set out the gender pay data for all of City Facilities Management Holdings UK (ie the combination of these entities) and the data for each of the above legal entities.

WHAT IS THE GENDER PAY GAP?

Every year employers with more than 250 employees must report and publish specific figures about gender pay. The gender pay gap shows the difference in the average hourly earnings of men and women across an organisation regardless of their roles or industry sectors. Gender pay gap is different from Equal Pay as this is about men and women receiving equal pay for the same or similar roles that are of equal value.

TWO WAYS TO MEASURE THE GAP

1. MEDIAN PAY GAP

This represents the middle point of a population, if you lined up all of the men and all of the women the median gap is the difference between the hourly rate of pay for the female colleague in the middle compared to the hourly rate of the male colleague in the middle.



2. MEAN PAY GAP

This represents the difference between the average hourly rate of pay for women compared to the hourly rate for men within the same business.

HOW ARE THE PAY QUANTILES CALCULATED?

The regulations require us to split all of our paid colleagues into four equal quartiles in order to show the gender distribution for each quartile.



GENDER BONUS GAP

The mean and median bonus gaps are calculated in the same way as gender pay gaps. We also report the number of males and females receiving a bonus as a % of the total male and female population.

It's important to remember that the bonus gap calculation doesn't account for part-time hours. Therefore, a bonus for a part-time female colleague is compared to that of a full-time male colleague. This then results in a bonus gap, even when our colleagues were paid the same hourly rate and received the same bonus as a percentage of salary. The bonus gap can also change year on year depending on our level of bonus pay out.

CITY FACILITIES MANAGEMENT HOLDINGS UK GENDER PAY GAP

We continue to face the same challenges as other employers in the FM, Engineering and Construction sectors where occupational segregation can be a key challenge meaning men or women can be under-represented in certain job roles. For example, engineering and construction roles are generally filled by men which are higher paying jobs than our cleaning or administration roles which have higher number of female colleagues.

A recent study found that men outnumber women 9 to 1 in facilities management leadership roles and in UK construction, only 12.5% of the industry's workforce is made up of women (source: Office of National Statistics). We are comfortable there are no equal pay issues.

Similar to many organisations, we also have fewer women than men in our more senior roles and those roles receive higher levels of pay. Our bonus gap is also influenced by currently having more men than women in senior roles, which attract higher levels of bonus in line with market rates.

This does not mean that we can use industry performance as an excuse and so we are committed to increasing the number of women who apply for roles and progress their career with City.

OUR ACHIEVEMENTS

In 2020 we continued to focus on increasing the number of women in non-traditional and management roles across City through improvements in our recruitment practices, working conditions and benefits and development of talent.

Throughout 2020, we recruited more women into Management Apprenticeship roles, which will enable their progression to Project Management, Design and Commercial roles in the longer term.

Whilst FM, engineering and IT roles remain male dominant we have increased the number of women in these roles through our recruitment practices and apprenticeship programmes.

We have also seen increases in the number of women developing towards leadership roles through our Pathways, management and leadership development programme, which is open to all colleagues across our business.

PROGRAMME	FEMALE PARTICIPANTS	YOY INCREASE
Managing Others (first line management)	48%	75%
Managing Managers (middle/senior management)	41%	89%

Whilst these are positive signs, we recognise that there is still more to be done and our plans are set out later in this report.



GENDER PAY GAP DATA

CITY FACILITIES MANAGEMENT HOLDINGS UK

(Combination of all legal entities required to report)

Mean Gender Pay Gap

20.06%

Median Gender Pay Gap

4.59%

Mean Bonus Pay Gap

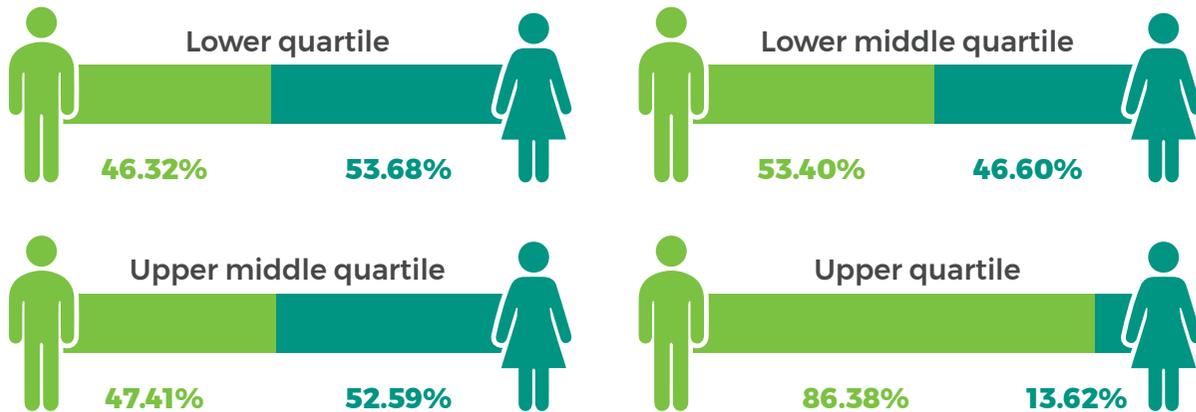
63.59%

Median Bonus Pay Gap

0%

PAY QUARTILE HEADCOUNT GENDER %

This is the percentage of male and female employees in four quartile pay bands (dividing our workforce into four equal parts).



COLLEAGUES RECEIVING A BONUS



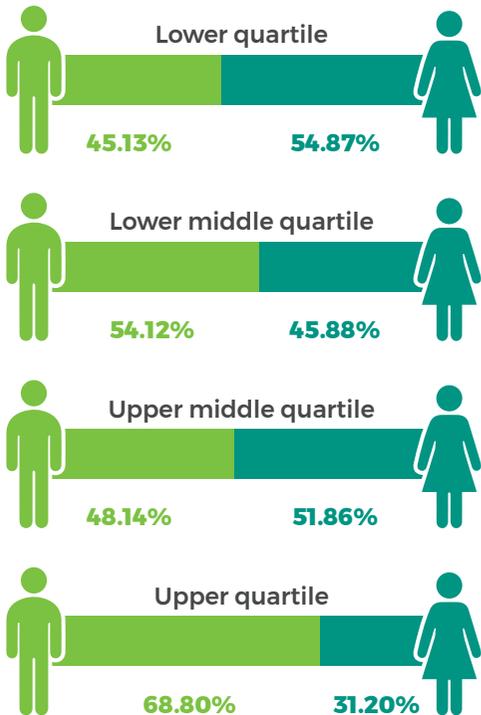
STATUTORY GENDER PAY DISCLOSURE FOR LEGAL ENTITIES WITH 250 OR MORE EMPLOYEES

CITY FACILITIES MANAGEMENT (UK) LTD

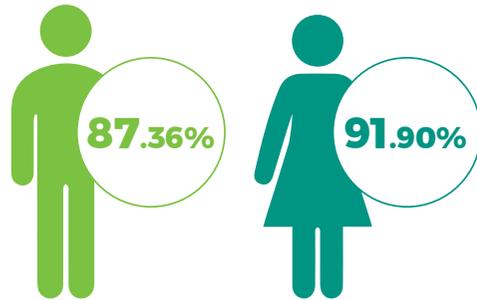
City FM (UK) Ltd provides FM services including maintenance, cleaning, integrated systems, 24/7 helpdesk and energy management services across retail locations of one of the leading supermarkets in the UK.



Pay Quartile headcount gender %



Colleagues receiving a bonus

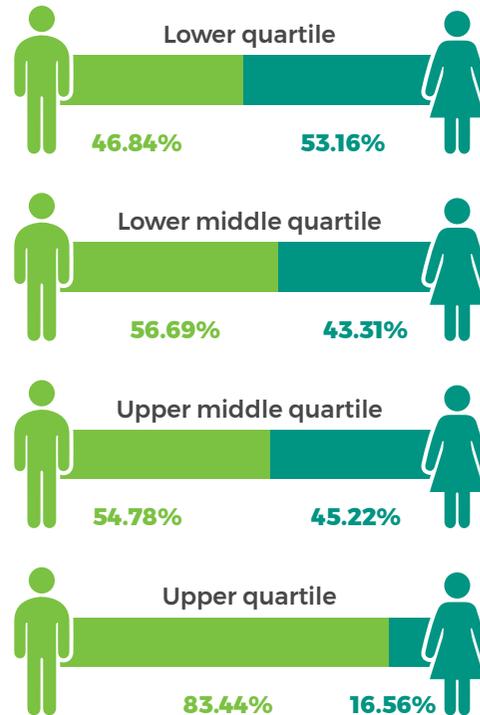


CITY FACILITIES MANAGEMENT (DISTRIBUTION) LTD

City Facilities Management (Distribution) provides dedicated FM and cleaning services across the distribution network of one of the UK's leading supermarkets.



Pay Quartile headcount gender %



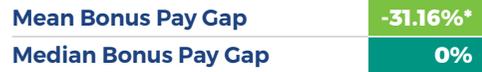
Colleagues receiving a bonus



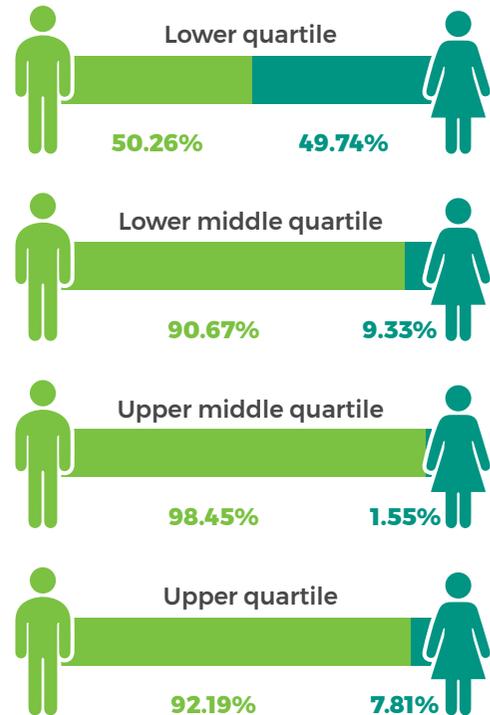
STATUTORY GENDER PAY DISCLOSURE FOR LEGAL ENTITIES WITH 250 OR MORE EMPLOYEES

CITY FM LTD

City FM Ltd provides multi-site FM services such as refrigeration, HVAC, electrical and building fabric maintenance throughout the UK to a variety of customers including retailers, hospitality, and forecourt operators.



Pay Quartile headcount gender %



Colleagues receiving a bonus



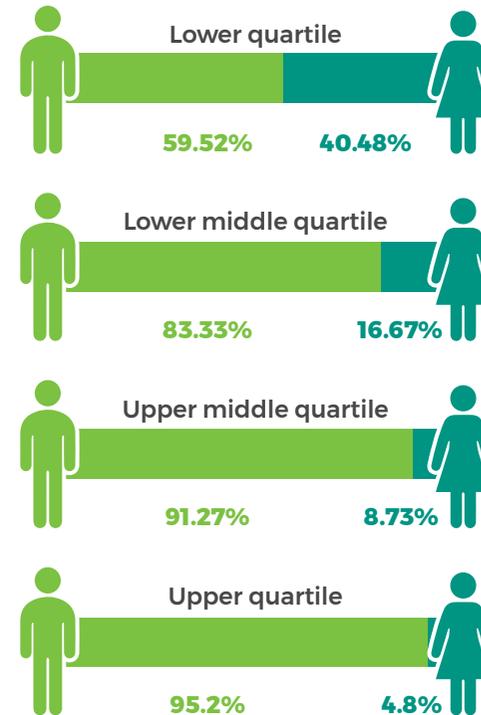
* Our bonus gap of -31.16% is due to the fact that in 2020, the total bonus paid to women increased at a greater rate than the total bonus paid to men.

CBES LTD

CBES provides a wide range of construction and engineering services. Our multi-disciplined capability allows us to provide our clients with a flexible and highly skilled approach, operating across six divisions: Refrigeration, Fire & Security, Mechanical & Electrical, Construction, Food Services, and Total Risk Solutions.



Pay Quartile headcount gender %



Colleagues receiving a bonus



CULTURE OF INCLUSION

We continue to increase our focus on diversity and Inclusion and in 2020 introduced a Diversity, Inclusion and Belonging working party. The group have a number of key projects to raise the profile of gender (and other forms of) diversity within City FM Ltd and targets have been set to increase our number of female appointments into traditionally male-dominated operational management roles. This year the group will continue to drive this important agenda through our senior leadership teams across the business and the introduction of a number resource groups.

In January this year we also introduced our new values and leadership behaviours which underpin making City a truly inclusive company where everyone belongs and thrives. To ensure we continually focus on embedding these we will be asking our colleagues for feedback on inclusion and belonging through our new Ambition Engagement Survey launching this year and will be using this information to target our improvements.



STRIVE TO IMPROVE
We seek & act on feedback
We speak up to make things better
We welcome challenge



SHOW YOU CARE
We look out for one another
We listen & treat each other with respect
We don't compromise on safety



BE YOUR BEST
We do what we say
We are open & honest
We take pride in what we do



WE ARE ONE CITY
We are all in, one team
We are inclusive
We share a vision & work collectively



MAKE IT HAPPEN
We never give up
We deliver solutions
We give great service

To further drive inclusion of our teams across our business, at the start of this year we introduced our One City communication hub. This has allowed us to celebrate a number of inclusion calendar moments, encouraging our colleagues to be more consciously inclusive, including the sharing of colleague stories on gender related topics.

We believe supporting women to feel able to return to work after maternity leave is vital. We are currently developing our Maternity Returners Programme which will support both our current colleagues who are returning to work as well as attracting new colleagues who are thinking about returning to work in the future.

We are also developing our Menopause at work guidance and initiatives within City, which will be supported by a resource group chaired by a member of our Senior Leadership team. This will add to the great wellbeing tools our colleagues already have to support their physical, mental and emotional wellbeing.

We are delighted to start our partnership with ENEI and develop our network with them. As part of this journey we will be completing their TIDE assessment for the first time this year which allow us to benchmark ourselves and continue to build on our work to make City a diverse and inclusive employer and a great place to work.

OUR PLANS TO CLOSE THE GAP

We are committed to being a diverse and inclusive employer and understanding our pay gap in order to take the right steps to reduce it and accelerate the pace of change. To demonstrate our commitment to closing the gap, we have outlined below the activity we are undertaking.

RECRUITMENT

We are supporting the improvement of gender diversity through further improving our recruitment policies, processes and practices including:

- Trialling blind applications across a selection of roles
- Reviewing our adverts and recruitment collateral to ensure they are gender neutral
- Increasing our access to a diverse talent pool through our recruitment sources
- Working with our preferred recruitment agencies to ensure our shortlists have a greater gender balance

To affect a real change in the number of women in non-traditional roles, we believe it starts at an early age. As a result, we will be establishing a programme to engage with schools to highlight the wide variety of careers available within engineering, construction and FM. We will also continue to build on attracting females into our successful apprenticeship and graduate programmes through building on our existing relationships with our network of FE providers.

TALENT DEVELOPMENT

We continue to strive to improve our female representation at senior management and board level, including setting targets to measure our progress.

We are committed to developing talent within the business through succession planning, development and the provision of career progression opportunities at all levels of the business in order to realise the potential of every colleague.

Our leadership development programmes such as Constructive leadership, development and succession programme and our Pathways programmes are accessible to all and we will continue to encourage female colleagues to participate, building on our successes in 2020.

We will also continue to partner with Universities and colleges nationally to deliver quality apprentice, graduate, apprentice and trainee programmes, attracting more females into non-traditional roles and developing our talent for the future.

FLEXIBLE WORKING

Our flexible working policies apply to colleagues at all levels and are important for the attraction and retention of great colleagues regardless of gender. They support us in retaining and developing talent through helping those with caring responsibilities make leadership roles work for them more effectively.

In addition as a result of Covid-19, our business has accelerated our flexible working approach and we continue to leverage the benefits, enabling our office based colleagues to more easily balance work and home. We will continue to develop these ways of working through our 'Smarter Working' programme.

I can confirm that the data provide has been collated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



PAUL BEAN

Chief Executive Officer
UK & Europe



LISA M'PHERSON

Group People Director
UK & Europe

