



city

Gender Pay Gap Report

city

2021

Introduction and background



At City, we remain dedicated to addressing our Gender Pay Gap and promoting Diversity, Inclusion, and Belonging within our workforce. We truly believe having colleagues who are reflective of our community is not only the morally correct thing to do but also crucial for our future success. We are committed to this journey, and while we continue to make progress, we acknowledge that we still have work to do.

In the UK, we have four legal entities that meet the qualifying criteria for reporting their Gender Pay Gap data:

- City FM (UK) Ltd
- City FM (Distribution) Ltd
- City FM
- City Building and Engineering Services (CBES)

In this report, we set out the Gender Pay Gap data for the whole of City Facilities Management Holdings UK (the combination of these 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. The 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 Gender Pay Gap

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.

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.

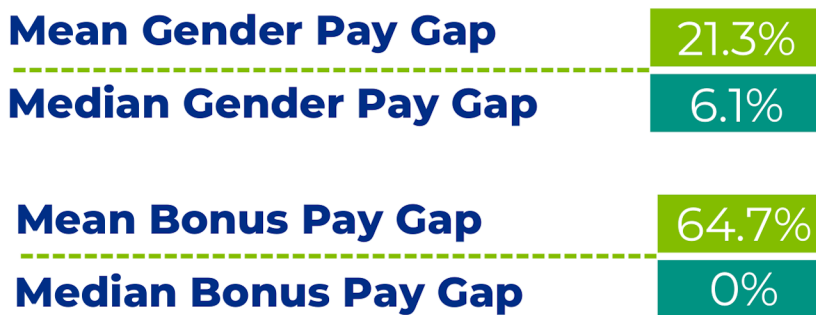
As with other facilities management, engineering, and construction companies, we operate in an environment dominated by trade positions. These roles traditionally attract more men than women and are higher paying than our non-trade roles, which traditionally attract more women. We also see this trend in our senior positions, with more male colleagues in higher-paid roles. However, we continue to make progress with our commitments to addressing these challenges.

This report outlines some of the actions already taken to support greater Diversity, Inclusion, and Belonging within City that align with our values. We also identify the next steps in our plan to ensure we have talented, inspiring, and diverse colleagues at all levels within our businesses.

Gender Pay Gap data

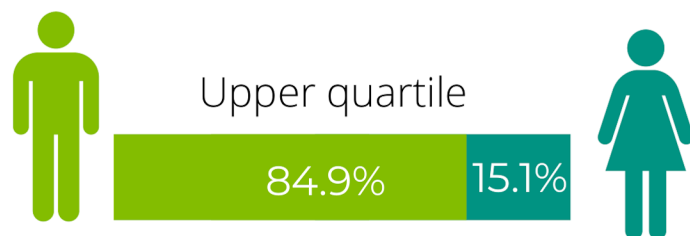
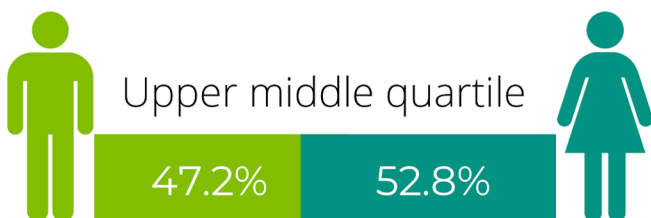
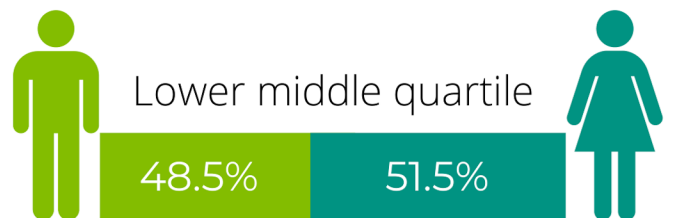
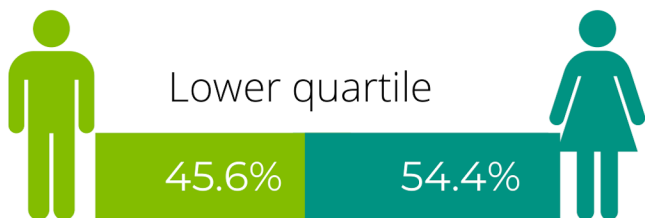
City Facilities Management Holdings UK

(Combination of all legal entities required to report)

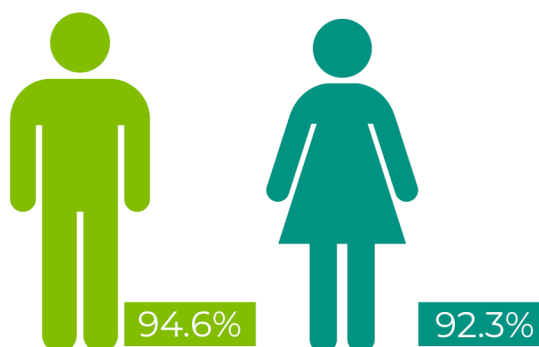


PAY QUARTILE HEADCOUNT GENDER %

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



Gender Pay Gap data

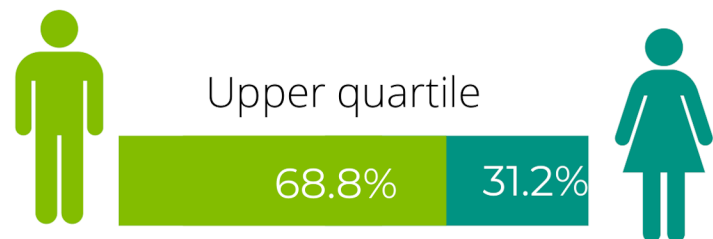
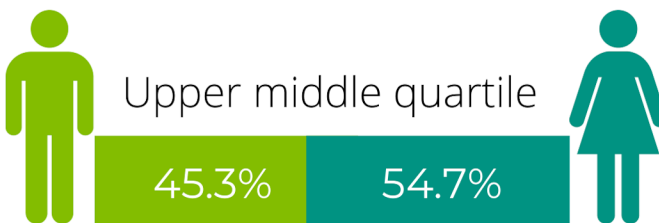
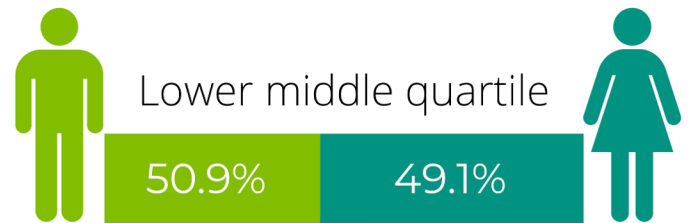
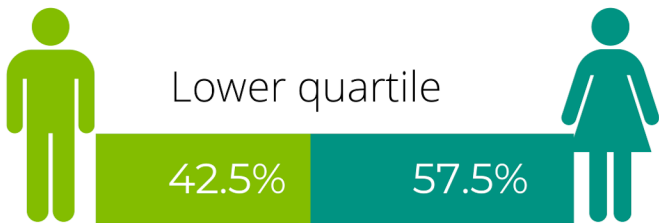
City Facilities Management (UK) Ltd

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.

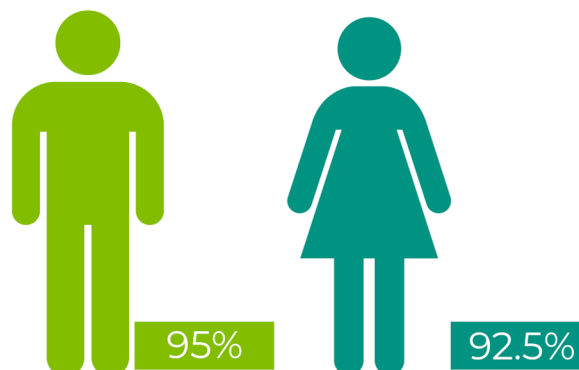
Mean Gender Pay Gap	14.2%
Median Gender Pay Gap	2.1%
Mean Bonus Pay Gap	50.9%
Median Bonus Pay Gap	0%

PAY QUARTILE HEADCOUNT GENDER %

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COLLEAGUES RECEIVING A BONUS



Gender Pay Gap data

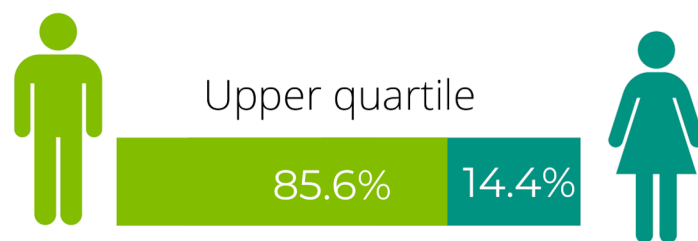
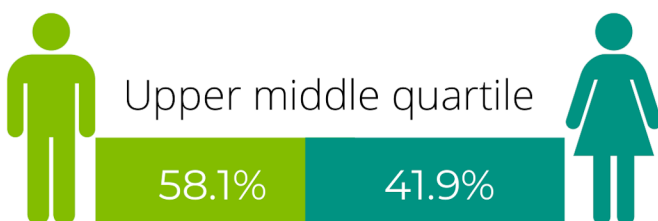
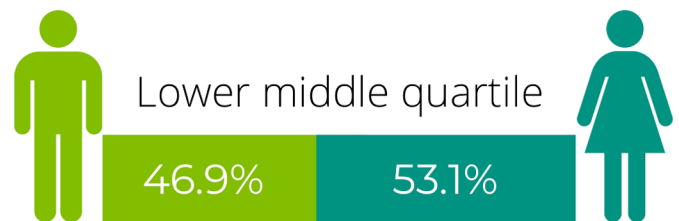
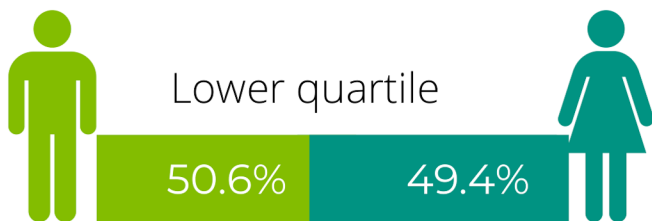
City Facilities Management (Distribution) Ltd

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

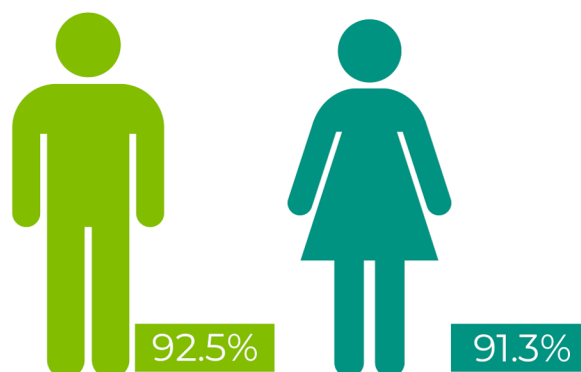
Mean Gender Pay Gap	12.4%
Median Gender Pay Gap	2.1%
Mean Bonus Pay Gap	81.2%
Median Bonus Pay Gap	0%

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



Gender Pay Gap data

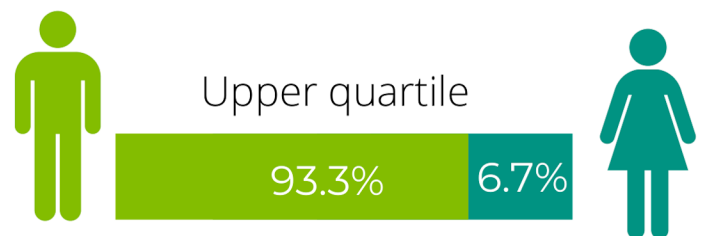
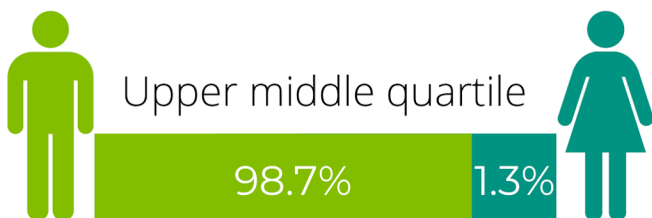
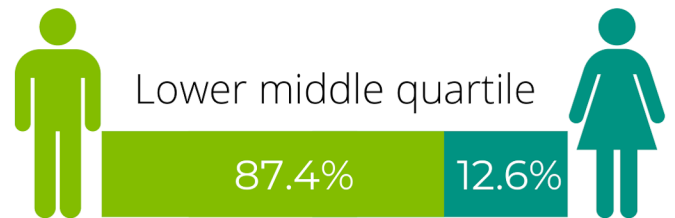
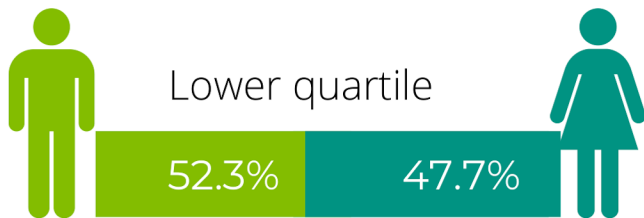
City FM Ltd

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.

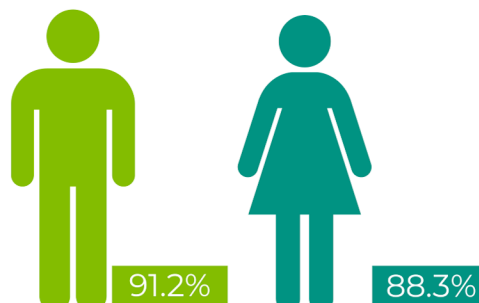
Mean Gender Pay Gap	26.3%
Median Gender Pay Gap	41.1%
Mean Bonus Pay Gap	-26.2%
Median Bonus Pay Gap	0%

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



Gender Pay Gap data

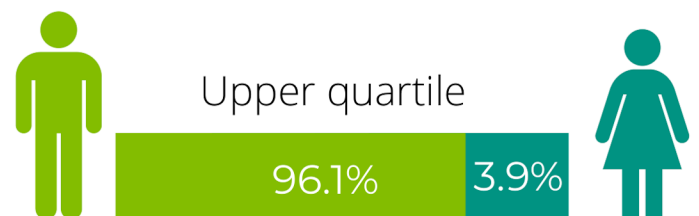
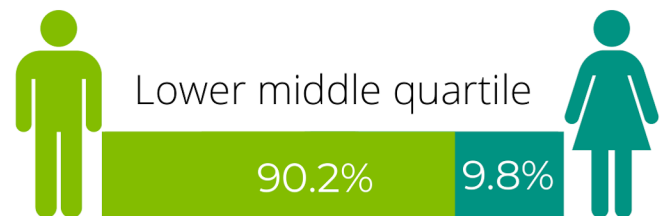
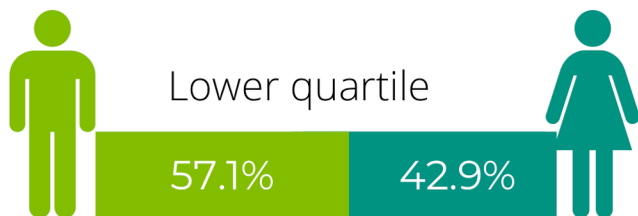
CBES Ltd

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.

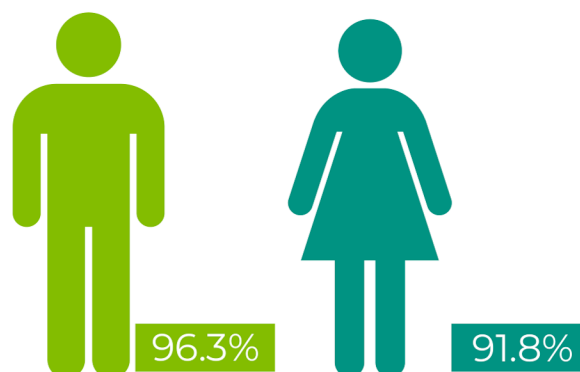
Mean Gender Pay Gap	33.5%
Median Gender Pay Gap	33.3%
Mean Bonus Pay Gap	75.9%
Median Bonus Pay Gap	0%

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



Recruitment

We have supported the improvement of gender diversity by updating our recruitment policies, processes, and practices, including:

- Expanding our trial of blind applications across a selection of roles
- Concluding the review of our adverts and recruitment collateral - ensuring our adverts are gender neutral and rebranding our marketing materials with more inclusive imagery
- Increasing our access to a diverse talent pool through our recruitment sources and working with our social partners
- Expanding our recruitment agency portfolio, shifting focus from one primary agency to a range of preferred suppliers and diversifying the candidates supplied

However, we believe it starts at an early age to affect real change in the number of women in non-traditional roles. As a result, we have developed a programme to engage with schools to highlight the wide variety of careers available for women in engineering, construction, and FM. We will also continue to build on attracting females into our successful apprenticeship graduate and trainee management 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, with a focus on the operational side of the business. We are committed to developing talent within City through succession planning, colleague development, and providing career progression opportunities to realise the potential of every colleague.

Our leadership development programmes, such as constructive leadership, development and succession programmes, and Pathways programmes, are accessible to all. We continue to encourage female colleagues to participate, building on our successes. In 2021, we continued to see an increase in the number of female colleagues participating in these programmes.



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

Flexible working

Our flexible working policies apply to colleagues at all levels. These policies are key to attracting and retaining great colleagues regardless of gender. They also support us in retaining and developing talent by helping those with caring responsibilities make leadership roles work for them more effectively.

Our flexible approach to working has accelerated because of COVID-19, and in 2022 we introduced City WOW for our office-based colleagues. This new approach was created following consultation with colleagues and line managers and focused on 12 principles:



Safety first

Ensure that your working environment is safe and suitable for the work you're there to do, regardless of your work location



Consider others

Consider how your actions might impact others. Be mindful of what time of day, or week you're sending emails and how this might impact the recipient.



Openness

Communicate well with your teammates and manager about your plans to ensure you all work together in the best way. Keep your diary up to date so they know where you are and when you're available.



Be present

Whether you've dialled in to a meeting remotely, or are in the room, ensure you're free of all distractions and fully present, engaged, actively listening and positively contributing.



Meeting face to face

When there's a benefit in meeting someone face to face, or being with your team, make sure you respect that.



Work outcomes

Focus on results and deliver your best work at the best time for you, your team, and your stakeholders. Flexing your work arrangements should not result in extra work for others, or compromise objectives.



Respect

Respect the trust placed in you to deliver towards your team's success.



Plan ahead

If you choose to hold a meeting, make sure you set it up properly. Consider the most appropriate format to achieve a successful outcome and don't waste peoples' time.



Flexibility

Flex with, and around your team, manager and stakeholder requirements. If something isn't working, discuss and agree a suitable change.



Confidentiality

Ensure that you maintain the appropriate levels of confidentiality and security for documents and conversations, wherever you're working.

City WOW will be our way of working for the future to ensure we continue to leverage the benefits of hybrid working.

Culture of inclusion

We continue to increase our focus on diversity and inclusion and build on the success of our Diversity, Inclusion and Belonging working party. We have set targets to increase our number of female appointments into traditionally male-dominated operational management roles. This year the group will continue to drive this agenda through our Senior Leadership Team across the business and build on the success of our resource groups and our network of Allies.

To increase our colleague awareness, we have also launched our new EDI&B Policy & EDI&B e-learn for all colleagues. We created these with input from our working group and network of Allies. In addition, we successfully launched our Menopause Policy and Line Managers Guide in recognition of Menopause Week. We designed an awareness and communication campaign to support this across City.



This year we plan to launch our Transgender guidance to further support our ongoing communication and recognition events.

At City, as we look to share and be proud of what we have achieved, we are currently developing our first inclusion report that we hope to publish in 2022.

Culture of inclusion

We continue to celebrate inclusion moments on One City, our rewards, recognition, and communication hub, with increased participation and interaction from our colleagues across City.

We continue to develop our Maternity Returners Programme as we believe supporting women to feel able to return to work after maternity leave is vital. This programme will support our current colleagues who are returning to work, and help attract new colleagues who are thinking about returning to work in the future. It will be a great addition to the well-being tools our colleagues already have to support their physical, mental, financial, and emotional well-being.

We continue to build on our partnership with ENEI and develop our network with them. As part of this journey, we completed our first TIDE assessment, which allowed us to benchmark ourselves and continue to build on our strategy to make City a diverse and inclusive employer and a great place to work.



City values

Last year we introduced our new values and leadership behaviours, which underpin making City a truly inclusive company where everyone belongs and thrives. We also launched our updated engagement survey and asked our colleagues for feedback on inclusion and belonging. More than 78% of colleagues confirmed that at City, we live our values through the way we work.



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



Lisa McPherson, Group
People Director UK &
Europe