

# Gender Pay Report

5 April 2018



# Introduction



**Haven Power is a B2B retail energy company supplying and managing electricity for large industrial and commercial customers. It employs 433 people at its offices in Ipswich with roles ranging from customer service, credit and sales to corporate services.**

Our gender pay gap data, although improved in some areas, is still above the national average and unacceptably high. Our action plans, which have a five-year horizon, are being implemented. Actions include unconscious bias training for managers, an employee Voice Forum, new family policies and diversity challenge reviews of our talent pipeline and promotion decisions.

Haven Power is an attractive employer for a diverse workforce, providing flexible working for those with caring or other work/life responsibilities. Our focus is to encourage and support progression to more senior and higher paid roles whilst maintaining the flexibility that is valued by many.

There is no quick fix and our targeted actions and focus will take time to turn the dial. I am committed to improving our gender pay gap and progressing women and people from diverse backgrounds throughout all levels of our business.

## **Will Gardiner**

Chief Executive Officer  
Drax Group

I confirm that the information provided is accurate and in line with mandatory requirements.



**Will Gardiner**  
Chief Executive Officer  
Drax Group



**This report is for Haven Power, a retail energy company supplying and managing electricity for large industrial and commercial customers.**

The nature of our work at Haven Power is largely sales and services, working in a contact centre setting. Like many industries, we have more men than women in our senior and higher paid roles. However, due to our flexible working arrangements we are successful in attracting and retaining women in our business and so our challenge is less about recruiting talented women but rather in supporting them to progress their career.

I am pleased that in our 2018 data we can see a reduction in the pay gap for the mean and median hourly rate of pay and the mean and median bonus pay data; however there is more we need to do.

We are listening to colleagues' suggestions as to how we encourage and support women in our workplace and encourage greater diversity and inclusion. We are also training our managers and giving all colleagues access to learning to improve awareness of unconscious bias and its detrimental impacts.

We are active members of POWERful Women, WISE (Women in Science and Engineering) and Women in Technology and are using our leading women to promote Haven Power at local schools and industry events.

It will take time to reduce our gender pay gap but I am determined that we do so.

**Jonathan Kini**  
Retail Chief Executive

I confirm that the information provided is accurate and in line with mandatory requirements.



**Jonathan Kini**  
Retail Chief Executive

# Our figures at a glance

The figures on the following pages show Haven Power's overall median and mean gender pay data based on hourly rates of pay as at the snapshot date of 5 April 2018 with a comparison to 2017, our first year of reporting.

We also show median and mean bonus pay data for bonuses paid up to 5 April, plus some additional data to explain our pay data and how we are addressing it.

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## What is the difference between mean and median?

The mean and median are two ways of calculating the average hourly pay and average bonus of women and men at Haven Power.

If we created two lines, one with all the women in Haven Power and the other all the men:

The **mean** is adding up all the data separately for the women and the men and dividing by the number of people in the respective line.

The **median** is at exactly the half way point on each of the lines.

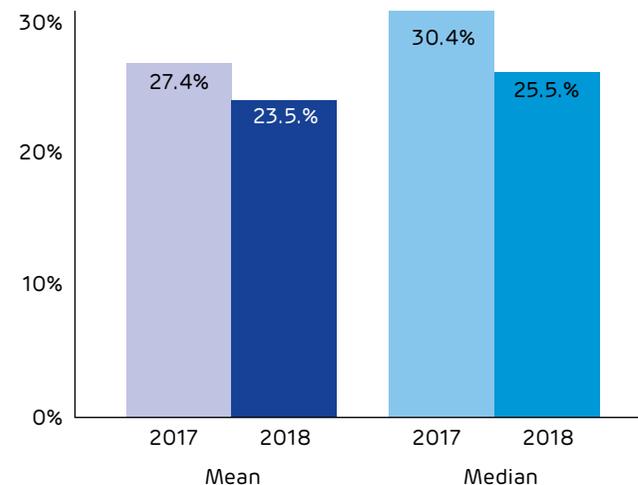
# Pay gap

We have seen a reduction in the pay gap for the mean and median hourly rates of pay and the mean and median bonus pay data, and an increase in the proportion of women in our upper middle pay quartile. This is a positive step, however, we still have more men than women in our higher paid and senior roles, giving us a gender pay gap that is above the national average.

We are committed to reducing the gap and continuing our targeted policies and plans to shift the dial.

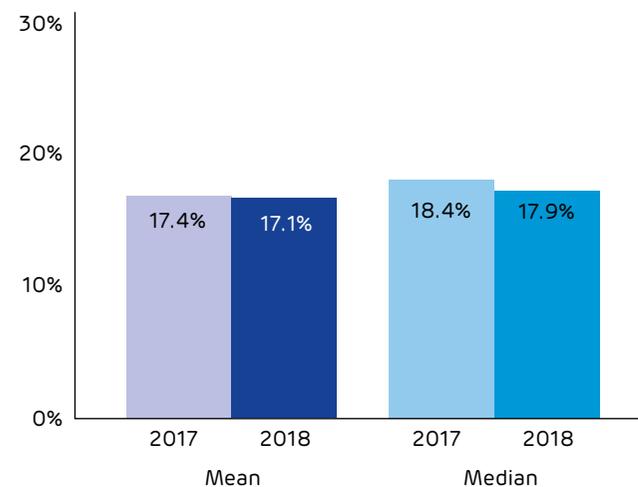


## What is the difference in average hourly pay for men versus women at Haven Power?



## How does this compare with the national picture?

The Office for National Statistics\* has calculated a national average published October 2018.



\*ONS Guide to the Annual Survey of Hours and Earnings (ASHE), gender pay gap tables, published October 2018

# Bonus gap

We have seen a reduction in the mean and median bonus pay gaps, which is a positive move and reflects our focus on supporting and rewarding performance and potential at all levels of the company.

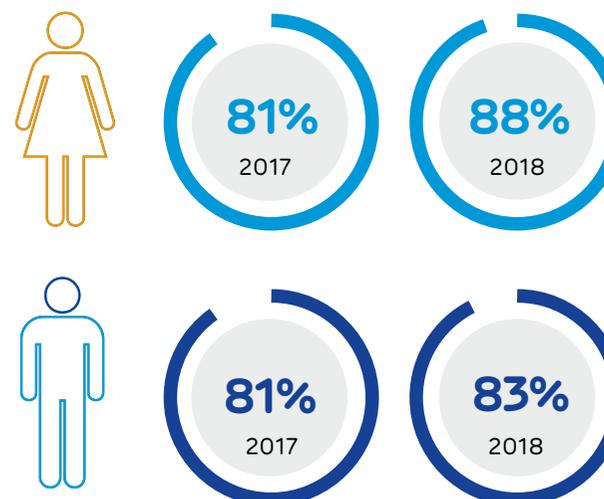
From 1 January 2018, all colleagues across Drax Group, including at Haven Power, will participate in a bonus scheme sharing the same 'scorecard' of measures and targets. This ensures that, no matter where we work at Haven Power, we are all working together on delivering the same priorities, and that there is a fair and transparent approach to rewarding success.

It is only by increasing the proportion of women in our more senior and higher paid positions that we will reduce the gender pay and bonus gap.

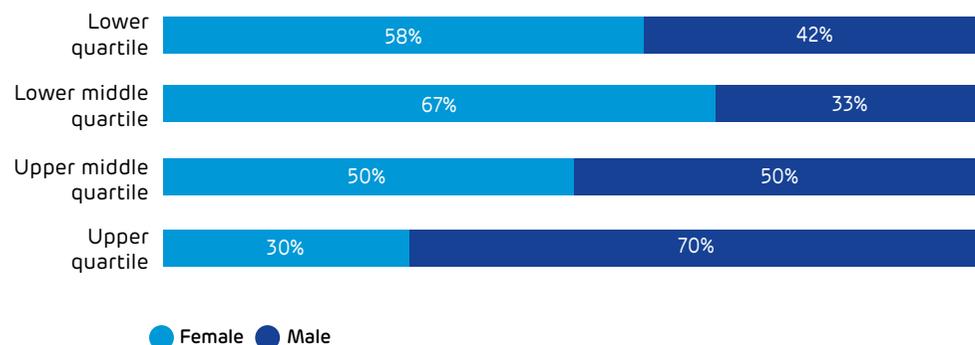
## Gender bonus pay gap at Haven Power



## What proportion of colleagues received bonus pay?



### The proportion of women and men in each pay quartile



There is an increase in the proportion of women in the upper middle pay quartile (8 percentage points) with no, or only a small, change in the lower middle and upper quartiles. There is a 15 percentage point decrease in the proportion of women in the lower pay quartile reflecting our efforts to increase diversity at this level of the company.

As well as targeting an increase in the number of women in senior positions we are increasing diversity at all levels of the organisation to develop a more diverse talent pipeline.

# Our progress towards a more diverse future

## Unconscious bias training

At Haven Power we want everyone to have the opportunity to fulfil their potential. Unconscious bias training is included in our performance management training for all line managers.



We include a critical review of our promotion, recruitment and talent pipeline decisions to eliminate gender bias and promote diversity.

## Potential and talent pipeline



## Cornerstone Employer

Colleagues at Haven Power have a strong sense of social responsibility, encouraging and supporting work in the community.

More recently Haven Power has signed up to be a Cornerstone Employer, committed to working with schools and colleges to increase attainment and act as an ambassador for social mobility.



## Family policies

We have revised and improved our maternity and paternity policies to encourage more women to return to their career after childbirth or adoption.

## Attracting, retaining and progressing diversity

We have been successful in increasing retention rates at our lower quartile pay band roles, which is essential to creating a talent pipeline and promoting from within. Key actions that have appealed to our diverse workforce are increasing recognition of individuals and teams, continuing to provide flexible working opportunities, and introducing a My Voice forum that considers improvement suggestions from colleagues, including for wellbeing.



## STEM (science, technology, engineering, mathematics)

As part of the Drax Group education outreach programme, Haven Power benefits from partnerships with Engineering UK, the National STEM Learning Centre, The British Science Association, Teach First and Business in the Community. We're also members of WISE (women in science and engineering) to promote gender parity in STEM, POWERful Women to advance gender diversity within the energy sector, and we sponsor the All-Party Parliamentary Group on Diversity & Inclusion in STEM.

