



## Gender Pay Gap Report – April 2018

**lifeLEISURE** is the trading name of Stockport Sports Trust, established in April 2002, to provide leisure and recreation facilities and services, including sports development, for the Stockport community and visitors to the area.

As a not for profit social enterprise company and registered charity, our aim is to provide a best value service in all areas in which we operate, by investing every penny we make back into our local communities, to make them a better place to live.

We are focused on promoting our facilities and sport and leisure to families and individuals of all ages and backgrounds. We operate a social inclusive approach to ensure equality of opportunity for all and we openly value diversity so that everyone can enjoy the benefits of participating in sports and leisure activities.

**Our culture Preferred Behaviours = Personal Best** is based on key learnings from both business and professional sport and was introduced in 2013 to begin an organisation-wide change, moving from a focus on skills, qualifications and experience to individuals' behaviours in the workplace.

Established using insights on how elite athletes and coaches go about their career and training every day to ultimately to reach the very top in their chosen disciplines we began by introducing the **W.A.T.C.H. Principles** - *Winner, Authenticity, Togetherness, Caring and Happy.*



Staff recognised as displaying the **W.A.T.C.H. Principles** by both their peers and management are invited to join the **Sentinel Programme**, a development programme that focuses on each Sentinel as an individual, designed to foster a world-class performing workforce and provide staff with a platform to lead their colleagues.

**Our achievements** include being awarded the **Best Transformational Leadership** and **Outstanding Individual of the Year** at the UKactive Training Awards 2018, as well as **Employer of the Year (medium size)** at the national UKactive Awards! Our facilities have also won numerous awards including **Health Club of the Year** at the UKactive Uprising Awards 2018 and **Centre of the Year (Streamline) 2017** at the UKactive Flame Awards.

As an organisation we are proud of the work we have done to remove barriers to employment for people. From implementing creative ways to encourage and support those most unsure of employment into jobs to developing partnerships with other organisations working with people currently out of employment's reach we treat everyone as an individual to find them a route in that works for them. We work closely with local organisations to support the long term unemployed, those with difficulties in obtaining work and assisted placements.

	Female	Male
lifeLEISURE - full workforce	53%	47%
Management (Senior & Executive combined)	50%	50%
Management (Other)	39%	61%
Operational	54%	46%
Sentinels	52%	48%
Support	62%	38%

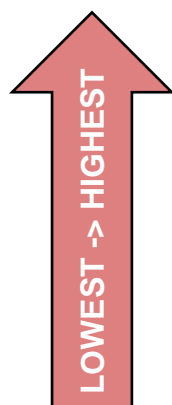
Table 1 Workforce Gender Balance

**Our gender balance** as of the 5<sup>th</sup> April 2018 our workforce gender balance was (based on those staff included in the reporting figures) predominantly an almost even split of females and males.

**Our Gender Pay Gap** shows that across our organisation women are on average paid slightly less per hour than men (3.82% mean / 1.64% median). More men received bonuses compared to women (25.00% compared to 20.91%) however the average value of bonus women receive is higher (17.29% mean / 25.00% median). All staff are eligible for bonus payments.

Mean Gender Pay Gap	3.82%
Median Gender Pay Gap	1.64%
Median Bonus Gender Pay Gap	-25.00%
Mean Bonus Gender Pay Gap	-17.29%
Proportion of Males receiving a bonus	25.00%
Proportion of Females receiving a bonus	20.91%

Table 2 Summary of Gender Pay Gap Reporting Figures



Q1 Female %	42.72%
Q1 Male %	57.28%
Q2 Female %	59.22%
Q2 Male %	40.78%
Q3 Female %	60.19%
Q3 Male %	39.81%
Q4 Female %	51.46%
Q4 Male %	48.54%

Table 3 Gender Pay Gap Report Figures (Quartiles)

Quartile 1 (Q1) contains a wide-range of roles (over 50) and includes the rate of pay for our Duty Managers a role which at the time of reporting was held by more males than females. Similarly, this quartile contains the figures for higher paid roles that are held by females but some on a part time rather than full time basis.

Quartiles 2 (Q2) and 3 (Q3) are predominantly female heavy as these contain the rates for Swimming Teachers, Assistant Swimming Teachers and Receptionists, job roles held by more females than males.

Quartile 4 (Q4) is predominantly male heavy as it includes the rate of pay for our lifeguards, the majority of which are male. In addition, there were more male apprentices within this cohort than females.

## Recommendations

To improve our Gender Pay Gap we will aim to encourage more males into Swimming Teaching and Receptionist roles, and more females into Duty Manager and Lifeguard roles and onto our Apprenticeship programme. We have also recently introduced an internal management training programme, whereby there are more females in that cohort, so in the 2019 figures there should be a narrowing of the gap with more senior Duty Manager roles being female.

We will continue with our behaviour-based and gender neutral recruitment process which has our Preferred Behaviours at its core. We will also continue to offer flexible working options, and currently have a number of female Duty Managers who work part time to support their other commitments.

With regards to the bonus disparity, we continue to base our performance related pay structure on the role and the performance of the individual in the role. There is no link between the gender of the individual and their bonus, and we will continue to ensure that this is gender neutral.