



Gender Pay Gap Report 2021

axis

Addressing the gap

At Axis we focus on inclusion so every employee can come to work as their authentic self. By using reporting such as the Gender Pay Gap Report, our Responsible Business Report and tracker we can hold ourselves accountable and, although we can see there is room for improvement, we are committed to making a number of changes to bring better results.

Our Core Values (which embrace Training & Development and Diversity, Inclusion & Equality) remain – with our other cherished principles – key drivers.

This year, we have seen considerable investment of time and money specifically addressing the Gender Pay Gap here at Axis.

We highlight our initiatives on the following pages.

John Hayes

Founder and Chief Executive



Gender Pay Gap Stats

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On 5 April 2022

937

Employees



Gender of employees at Axis Europe PLC

33%

of our workforce are women

Mean

Median

16.17%

17.24%

Axis' Core Value #4

Embracing diversity will
broaden our horizons

Our Commitment

- 1** To use the gender pay gap and other company data to uncover and tackle the specific causes of the pay gap in our organisation. We will use it to understand barriers and challenges that people face, and to inform where we can direct resources to improve it, and track progress.
- 2** To improve attraction, recruitment and progression of women. Closing the gender pay gap will not be achieved through the implementation of one specific action alone. Instead, Axis is taking action across different areas that impact the gender pay gap, such as attraction, recruitment and progression to drive progress.
- 3** To ensure our leaders champion diversity and make it a shared priority across the business. The priority that leaders place on an issue and their behaviour has a huge impact on organisational culture. Our business leaders need to talk about their commitment to inclusion regularly and demonstrate it by making people planning as important as financial planning. They must create a culture that will help colleagues at every level of the organisation to question pre-existing everyday practices. We are doing this by investing in a leadership and development programme.
- 4** To share openly our story and challenges with the companies and clients we work with and share best practice. We will be able to build more trust between them, our workforce and the public if we communicate the actions we are taking to close the gap in an open and honest way.

Bonus Gender Pay Gap Data

"Success is all about mindset. It is nothing to do with your age or gender. Simply work hard at your job and retain a good sense of humour!"

Marie Partner

Head of Business Development

Proportion of male employees
who have received a bonus

10.81%

Proportion of female employees
who have received a bonus

20.73%

Mean bonus gender pay gap

8.15%

Median bonus gender pay gap

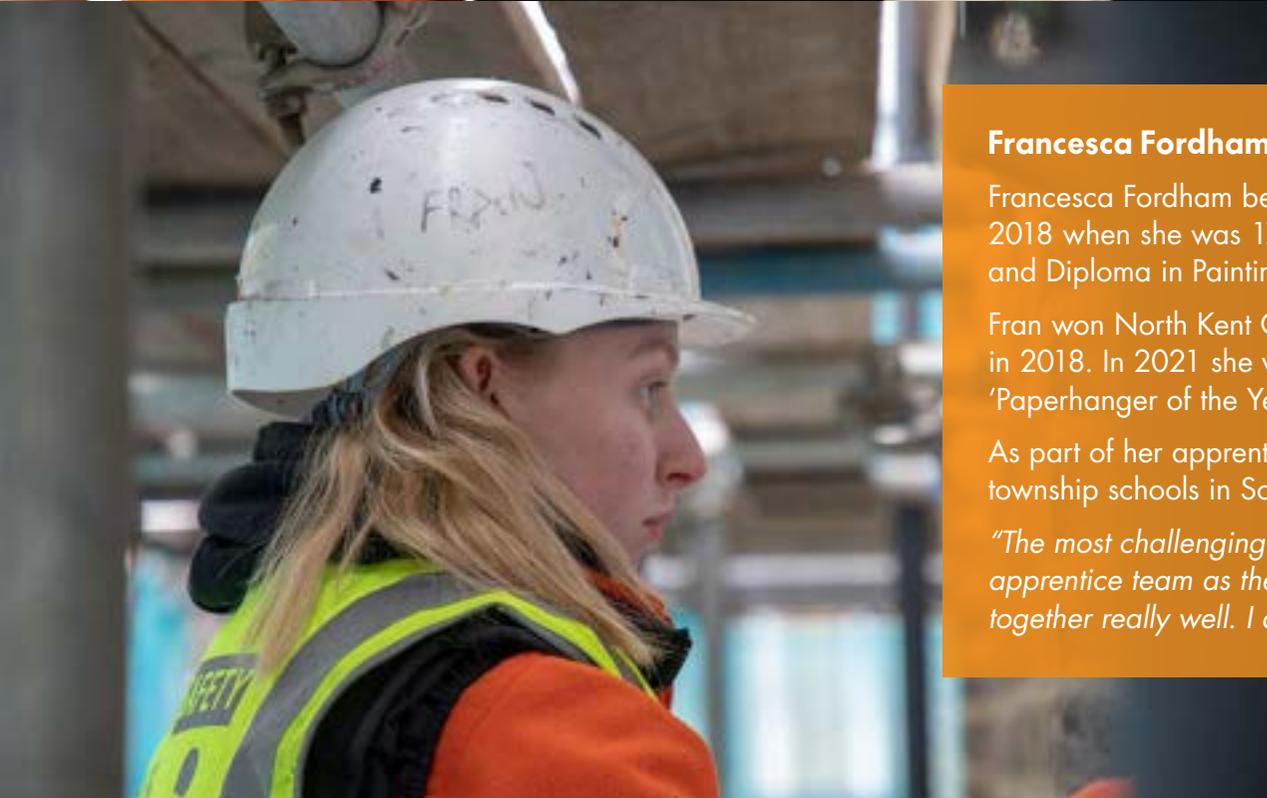
2.37%



Apprentices make up 10% of our work force

Axis' Core Value #3

Train and develop people – their growth becomes our growth



Francesca Fordham – Apprentice Painter & Decorator

Francesca Fordham began her career at Axis as an Apprentice Painter in September 2018 when she was 17 years old. She has recently qualified with a Level 2 NVQ and Diploma in Painting and Decorating and is currently studying for Level 3.

Fran won North Kent College's Principal's Award and Apprentice of the Year Award in 2018. In 2021 she won the Painting and Decorating Association's Apprentice 'Paperhanger of the Year' competition.

As part of her apprenticeship, she also volunteered to help a team refurbish two township schools in South Africa through North Kent College.

"The most challenging thing about the apprenticeship was joining the painting apprentice team as the only girl. Now we are six boys and two girls. We all work together really well. I am well respected in Axis."

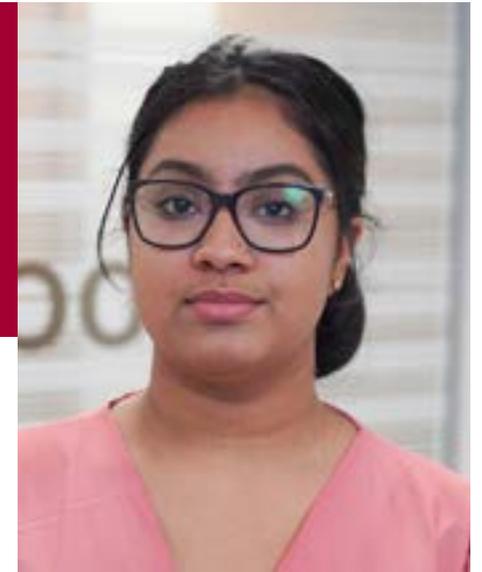
Earning and Learning

Two new Apprentice Administrators, who joined us in 2021, tell of their experiences working with us and social housing provider Swan

Anisha Kaur – Apprentice Administrator

Anisha Kaur is an Axis Apprentice Administrator, also working with Axis to support Swan's residents. She attends Croydon College and is studying Level 2 Business Administration whilst working at Axis – earning and learning!

“Doing an apprenticeship is the best opportunity, instead of going down the A Level or college route. You get knowledge and experience, and you get paid so you can invest your money as well as getting qualifications. And after you have done your apprenticeship, you can get a job or stay at Axis and get a job here.”

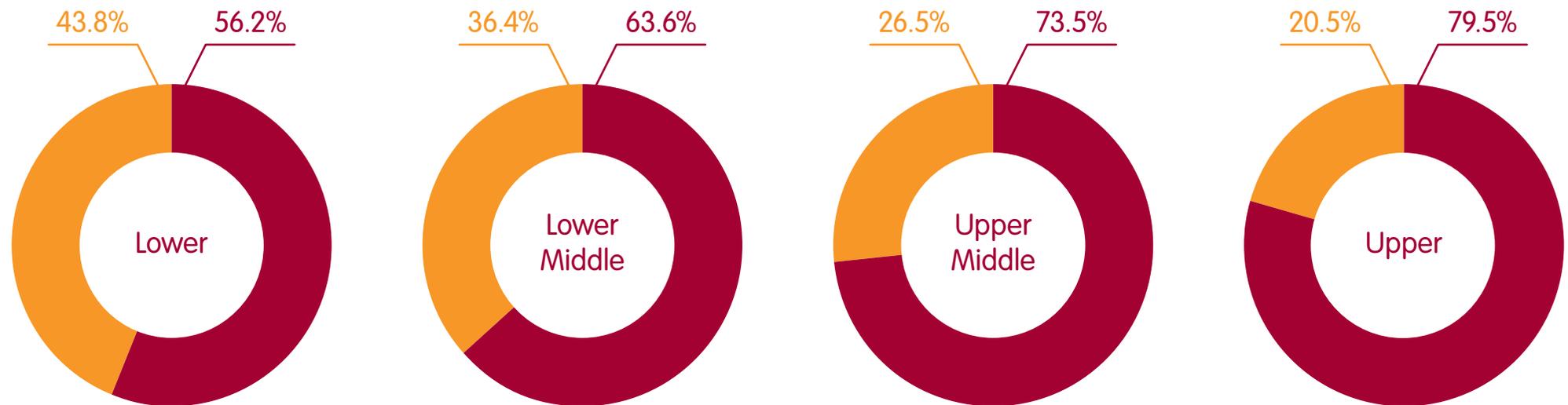


Halima Amin – Apprentice Administrator

Halima is a resident of our client Swan Housing. We welcomed her to Axis as part of our client recruitment drive in September 2021. Like all our apprentices, she attends college (Croydon) once a week and works at Axis four days a week, learning her skills from our experts and her peers. She is studying Level 3 Business Administration.

“Being a Swan resident - and also working for Axis - I can see how Swan and Axis have a really good relationship and how all the repairs are done and are communicated between Swan and Axis.”

Pay Quartiles by Gender



● Male
● Female

"Axis is one of the best companies for opportunities for women and progression. There are plenty of different roles here for women of any age: work on the tools, do my role as Assistant Site Manager, be an RLO, just give it a go, you will be quite surprised."

Simone McLoud
Assistant Site Manager



Foundations for the future

At Axis we have delivered the following programmes to meet our inclusivity goals and targets.

Richard Peach, Electrician, volunteered to support an Electrical Installation Competition for Croydon College's Level 1 and Level 2 Electrical students.

Oliver Balay, Electrical Installations Lecturer at Croydon College, said: *"Richard was brilliant with his industry expertise and Q&A, and particularly his constructive feedback. This was invaluable for the students!"*

Work Inspiration

Collaborating with schools and community organisations we continue to raise awareness and offer training and work

- 1** Raise awareness of our business amongst young people in school and those who are looking for work.
- 2** Create more visibility of employment pathways and skills requirements within our sector so that young people can make informed decisions about future careers.
- 3** Provide structured work experience/work inspiration for students, male and female, to give young people insights into the industry. The work experience is underpinned by a work plan and clear feedback mechanisms to ensure it is meaningful for all parties involved.
- 4** Offer opportunities for employees to engage with young people across London through partnerships with schools in the areas we work, supporting 16-18 year olds who are making key decisions about future careers but struggling to make links with employers. Activities include career insights, online talks and presentations and mentoring.
- 5** Commit to building a diverse and inclusive talent pool of candidates, by improving attraction to prospective applicants via job descriptions and/or job adverts. We ensure language and tone are not off-putting or offensive to any group. Wording and imagery used in adverts is inclusive. In the current climate we are improving our technology to open up to the biggest possible audience and so we are clear and transparent in all our processes. All employees involved in the recruitment process, from senior management to line managers receive appropriate training and understand and support the organisation's commitment to diversity and inclusion. Where appropriate, we focus on skill sets rather than qualifications and work experience to attract and capture the widest diverse talent.
- 6** Increase visibility of our vacancies to a wide and diverse candidate base through our clients, residents of HAs and local government organisations as well as employment support organisations which work with school/university leavers, unemployed people and experienced hires.

Improvements we have made include:

1 We have updated our HR software so we have advanced analytics to continually review our salary data. We continue to build upon our salary review meetings with job title and job hierarchy reviews

2 Technology such as LMS is allowing us to bring knowledge and understanding to greater numbers of employees

3 Our large investment into our Leadership and Management programme means we have been able to impact high numbers through coaching and alignment sessions. Diversity and Inclusion is embedded in all the modules

4 Our Hybrid working model attracts diverse talent

5 Investment in Landed and updating our website allows us to track candidates through the system to onboarding and beyond

6 We are targeting ourselves to achieve more work inspiration placements and to visit more girls' schools to raise awareness -and challenge some myths - within our industry

"I see lots of women progress here within the industry. I think if you have the determination to go for it – the rewards are going to be big."

Bianca Moratun
Health & Safety Manager

53 weeks
work experience offered

4,018 LMS courses
completed by Axis people

7 We actively attract candidates from the social housing projects where we work





property care

property care

LONG SERVICE RECOGNITION