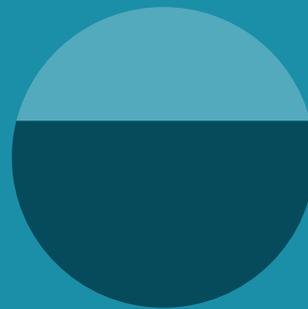
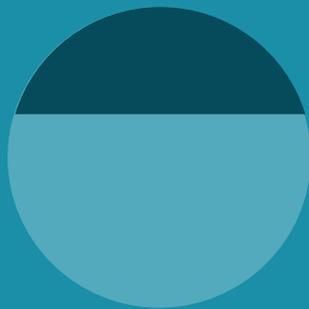


2020

Gender Pay Gap Report



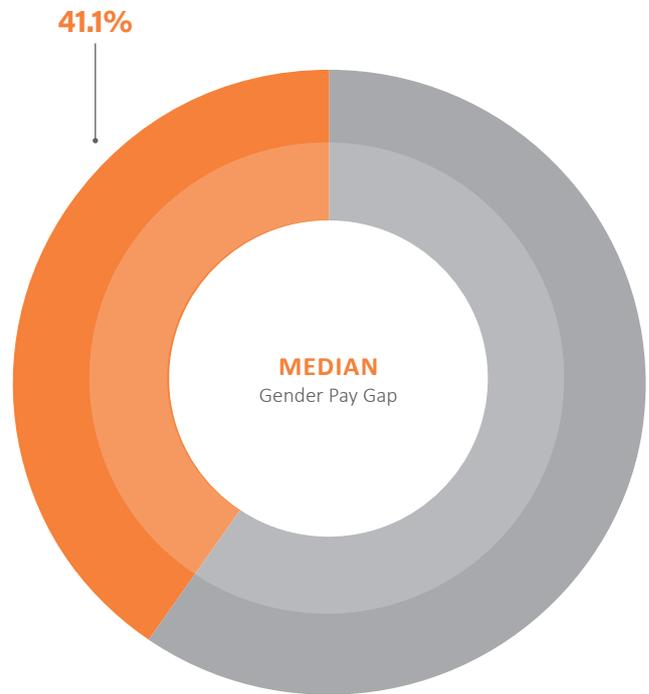
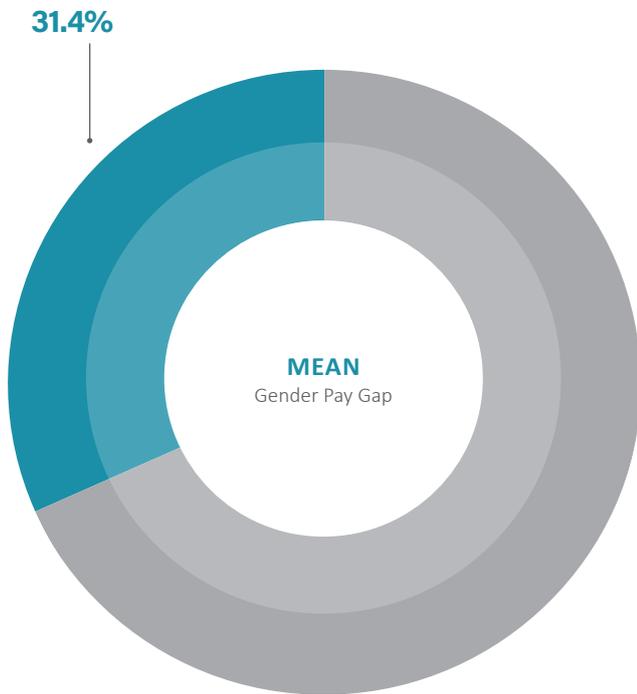
Part 1

Introduction

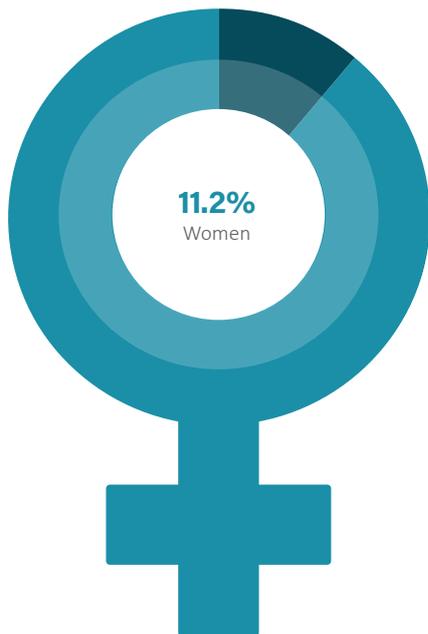
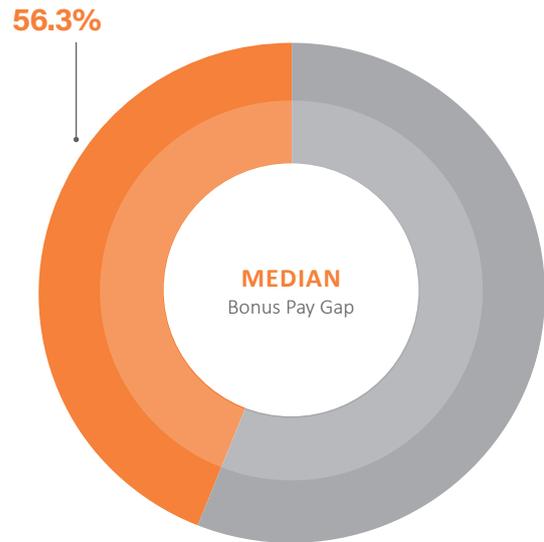
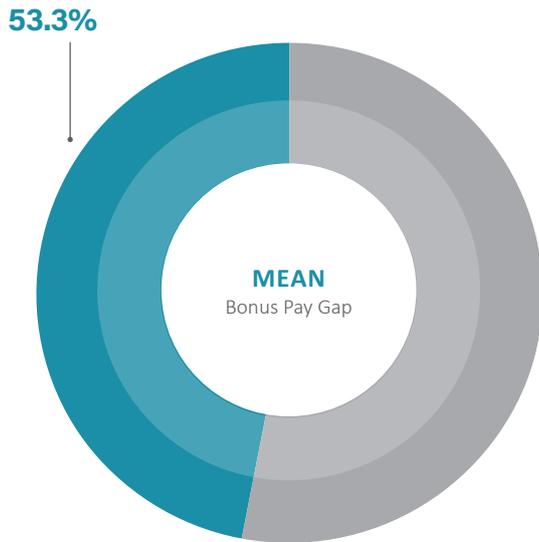
This is our first published Gender Pay Gap report. The Government has required companies to set out their Gender Pay Gap where they have 250 employees or more. This was due to be published in April 2020 but the obligation was suspended due to the Coronavirus Pandemic.

This report has been produced using HR and payroll data for April 2020. The commentary has been written following internal consultation on the perceived barriers to women in construction. Feedback has been received from women who have worked with us for most of their careers and those who have joined us more recently.

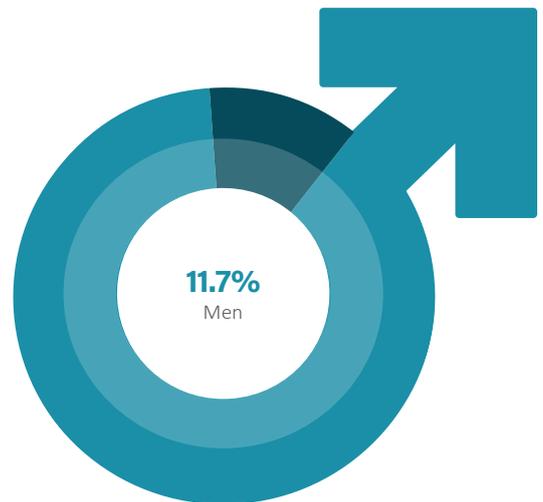
Gender Pay Gap



Bonus Pay Gap



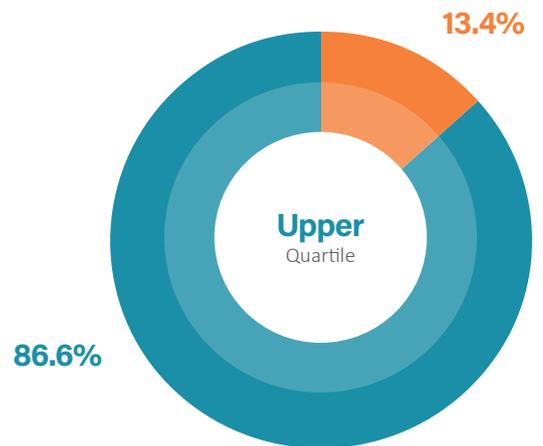
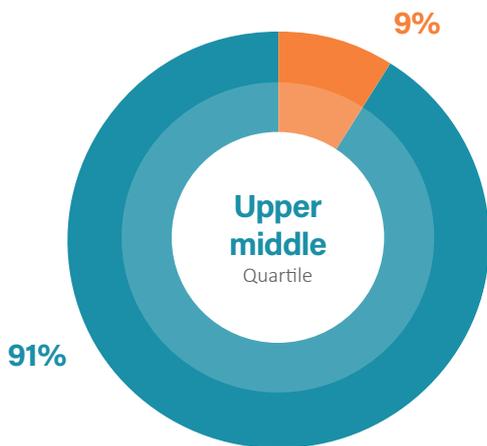
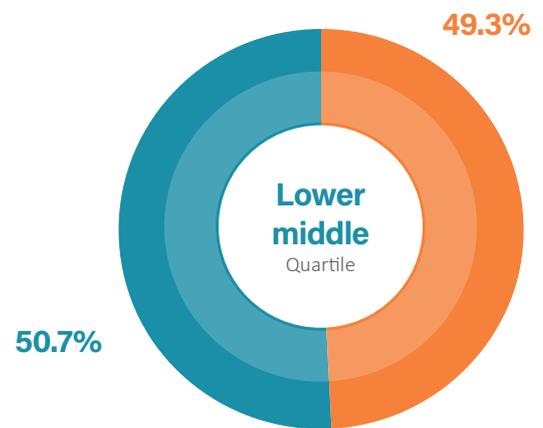
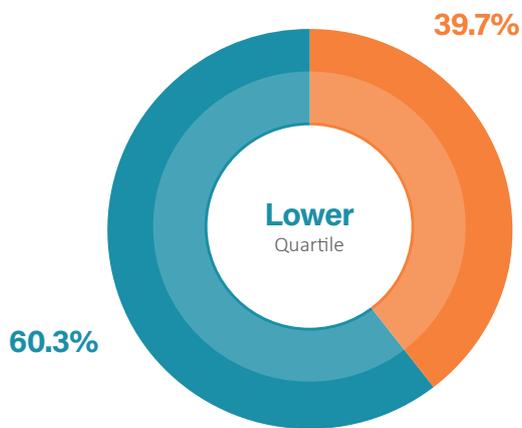
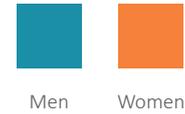
%
Proportion of men and women receiving a bonus



By Quartile

Proportion of Males and Females per quartile

Key



Our Gender Pay Gap is inherited from the traditionally low levels of women working in the Construction Industry (currently around 14%) and those staying in the Industry after starting families. Both have impacted on the number of women filtering through to upper levels of our Organisation. It is not a result of men and women being paid differently for the same or equivalent role (Equal Pay).

We recognise that, as a responsible Employer, we have a duty to establish the reasons why women may not start or wish to continue a career in Construction, and to explore measures to mitigate this situation.

Part 2

Action Plan

Our strategy is initially based on attracting and retaining more women. Some steps have already been taken, with others currently in the planning stage. The strategy will need to evolve in the longer-term to ultimately achieve the aim of a 0% Pay Gap.

Way Forward

It is expected that encouraging more women into construction straight from education may initially widen our pay gap. The Action Plan therefore focuses on ensuring that by 2026, our pay gap has not widened and that women are able to progress through the company and return to work after any family leave taken.

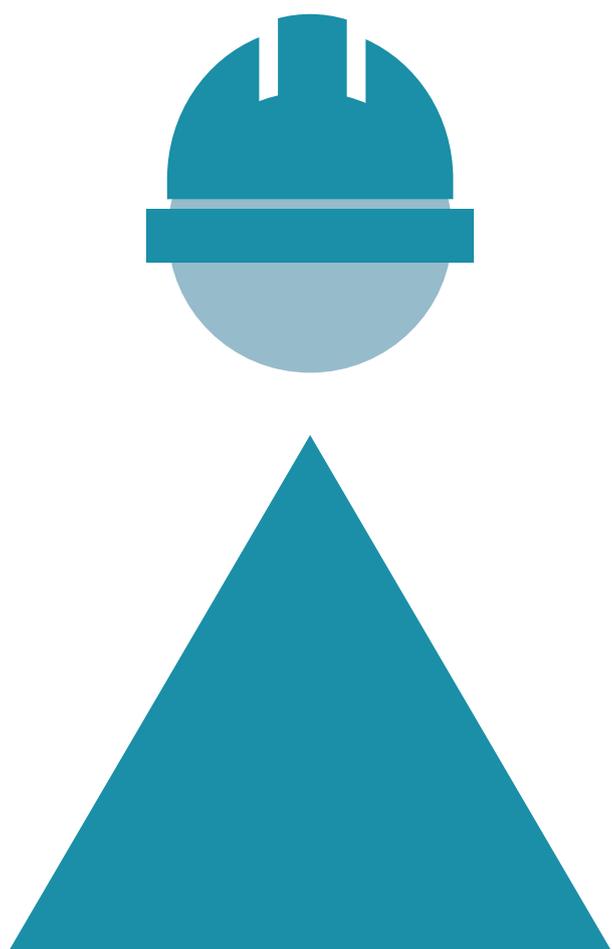
Future updates will be published, and we are looking forward to advising on positive progress.

Increasing the number of women in construction

Investments are being made in school liaison and work experience programmes that will showcase Construction as a desirable career option to young people. As a multi-disciplinary practice, we are ideally placed to demonstrate the many options and career paths available in the Industry. In-House teams providing Operational support to the Business provides an even wider choice for anyone interested in joining us. Our contact through schools will be aimed at challenging views that women will not flourish in Construction. We can provide female role models to prove that a successful career is equally achievable for women.

A dedicated member of staff has been taken on to develop these programmes. Our HR Co-ordinator will be liaising with schools to provide work experience, apprenticeship opportunities and mentoring support to young people.

Initially, this may widen our Pay Gap as we introduce more women to Construction early in their careers. However, this will naturally lead to more women in higher positions within the Practice in future years.



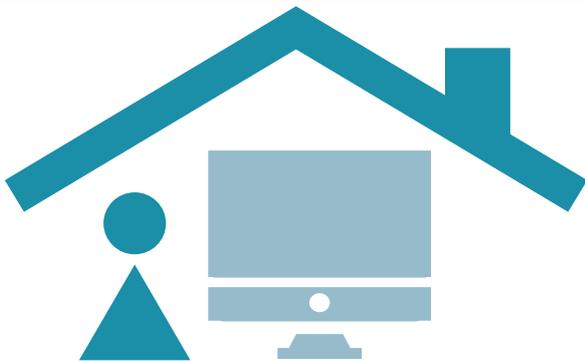


Mentoring Programme

The size of our Practice enables us to provide female mentors to any young women when entering the Industry. A programme is being set up which will be accessible for all our Employees. We will ensure our mentors understand the additional challenges that women have traditionally faced within Construction, so that they are able to guide the next generation on challenging and removing any obstacles.

Family Friendly Culture

Our aim is to ensure we can secure good employees with high levels of skills and talent. The family culture within our Business remains an important value to us. Enhanced Maternity pay, and other family leave schemes have been introduced to avoid losing anyone simply due to financial related pressures.



Flexible and Agile Working

A genuine open approach is being taken on flexible working requests. We are set up so that 95% of our employees can work from home at least some of the time. Our aim is to ensure juggling home and work commitments is less stressful and therefore less of a reason for anyone to make home life choices at the expense of career choices.

Transparent Rewards

Our reward and remuneration strategy is based on an individual's ability and achievements in line with our business objectives. We are working towards ensuring our reward structure sits within a transparent pay and pay review framework.





Transparent Performance Reviews

Our business strategy has been developed to ensure all Employees can see where they fit in and how they contribute. We are developing a Performance Review system fundamentally based on having regular on-going conversations. People are being appraised against achievable and meaningful development targets in line with our Business Plan, which are then reviewed regularly.

Managers will be attending training to ensure they approach performance reviews based on solid evidence, and an awareness of the pitfalls of unconscious bias and gut feelings.

Transparent Recruitment and Starting Salaries

Steps are being taken to ensure all vacancies are recruited in line with the actual skills required for the role rather than relying on personality and personal networking.

Starting salaries are based on what the position is worth rather than what the candidate has previously been paid to avoid inheriting a larger Pay Gap.



Self-Audits in Equal Pay

Regular audits will be undertaken to ensure comparable roles are based on the same salary levels to ensure we are successful in meeting our 2026 strategic target.

Fair Opportunities for Everyone

A Career Development Framework is being developed for every discipline and role within the Business. This will focus on competencies, values, and behaviours together with outputs and achievements. This will ensure career development is open to everyone and there is clarity on what is required in order to progress.



