

# Gender Pay Gap Report

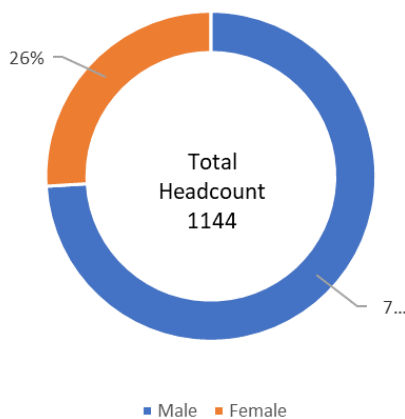
## 5<sup>th</sup> April 2021

Ringway Jacobs is a leading highways service provider working with local authorities across the UK providing a wide range of road network management solutions, using our unique blend of engineering capability, innovation, and customer care. We support over 10,000 miles of highways, 8,400 miles of footway, almost 7,000 miles of public rights of way and 242,000 streetlights.

We are aware that gender pay can be impacted by a range of factors external to our business. Despite the pandemic we were able to maintain business as usual with appropriate safety measures in place, throughout this period, as many of our activities meant that our employees were classed as critical workers.

Our London contract also came to an end on 31<sup>st</sup> March 2021 and a number of employee's transferred to other employers, with our headcount reducing accordingly. This has slightly changed our ratio of operatives to other employees as well as our male/female split.

### Our employees



On 5<sup>th</sup> April 2021 we employed 1144 people.

The Engineering and Construction sectors are still affected by the traditional bias that saw less women pursue this as a career, and this is still evident in our gender profile.

We have made some progress though moving from 24% female in 2020 to 26% in 2021. This includes increasing the number of female operatives.

### Gender Pay and Bonus Gap analysis.

The requirements laid out in the regulations for reporting on gender pay are that employers must report on the **mean** and **median** pay. How this is worked out is summarised below:

#### The Median

The median figure is arrived at by putting the individual hourly rates of pay in order, from lowest to highest, for all men and women, and then determining the middle number. The median pay gap is the difference between the middle number in the male and female ranges and is expressed as a proportion of the men's median rate of pay.

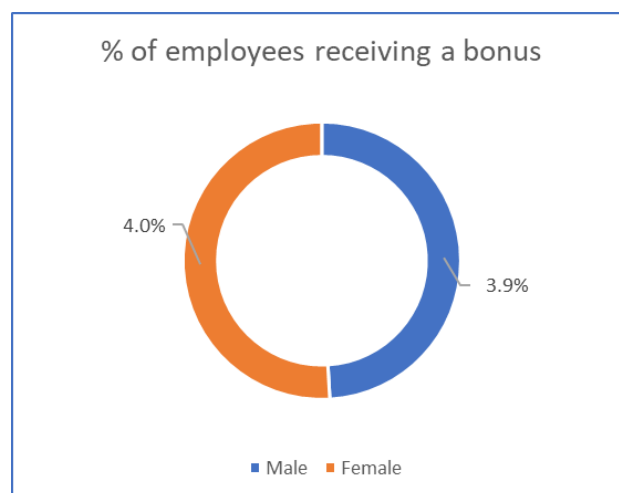
### The means

The mean gender pay gap is the difference between the average hourly rate of pay of women compared to men. This is expressed as a proportion of the men's average

### Our results

We do still have a pay gap which is not necessarily representative of our efforts to address this. We are still working to attract more women within our sector and the Science, Technology, Engineering and Maths (STEM) careers we can offer.

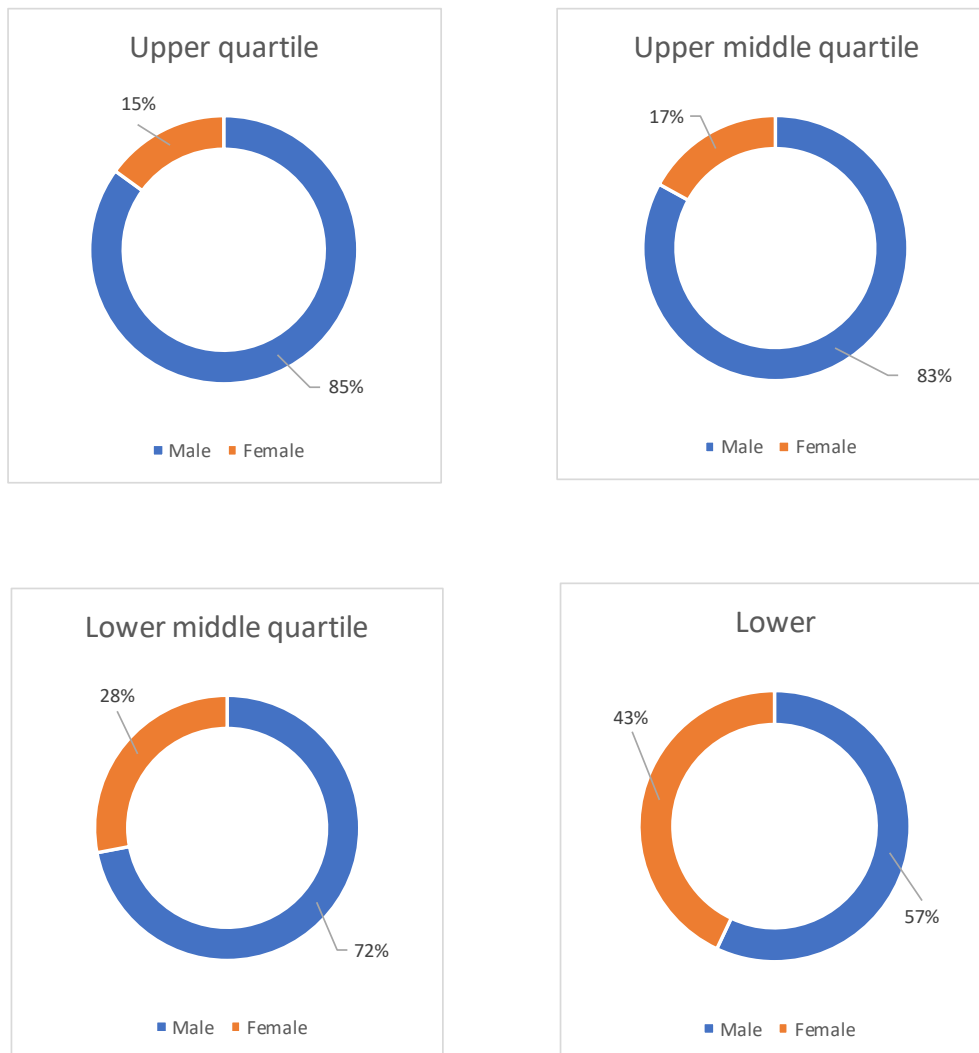
Pay		Bonus	
<b>Mean</b>  <b>18%</b>	<i>The mean pay of men is 18% higher than that of women</i>	<b>Mean</b>  <b>50%</b>	<i>The mean bonus pay of men is 50% higher than that of women</i>
<b>Median</b>  <b>22.7%</b>	<i>The median pay of men is 22.7% higher than that of women</i>	<b>Median</b>  <b>36%</b>	<i>The median bonus pay of men is 36% higher than women</i>



There is evidence of some progress as we have seen an increase in the proportion of women receiving a bonus, although the bonus pay gap has widened. This is because we have included more employees in the bonus scheme whose salaries are at the lower end of upper quartile.

## Pay Quartiles

Quartiles represent the rates of pay from lowest to highest for all employees, split into four equal sized groups. The percentages show the proportion of women and men in each quartile. We have seen an increase in the number of women in the upper middle quartile, from 13% - 17% and in the lower middle quartile this has increased from 26% to 28%.



Gender pay is different to equal pay. **Equal pay** is about paying men and women the same for doing the same or similar roles. We are confident that men and women are paid equally for doing an equivalent job across our business. We are committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability.

The pay gap, like most companies in our sector, is largely a reflection of the disproportionate ratio of men to women in our business, particularly within our senior population, which will be captured in the upper quartile. Whilst just under three quarters of our employee population overall is male, females in the upper quartile represent just over one-sixth of this group.

The most visible part of our workforce is our Operatives, who work on the network every day and they make up nearly one quarter of our total employee population.

As well as basic salaries, these roles participate in 'out of hours' services all year round, to ensure that the highway network remains safe and operational. This can include responding to emergency call outs following a road traffic accident or delivering the gritting service during the winter season. Activities like these attract additional payments, that must be included in the calculation of hourly pay. Overtime on the other hand, must be excluded.

We have had some success in attracting more female Operatives who now make up 2% of our Operative workforce. This is an increase of 1%. Many of the supervisory roles also participating in this type of activity are predominantly filled by male employees. Although additional allowances for stand-by are paid regardless of gender, the majority of female's in Ringway Jacobs are in non-operational roles.

## Our progress

Many organisations have a gender pay gap, and although Ringway Jacobs compares favourably, there are also many others reporting a lessor gap. Ringway Jacobs is unique in the provision of an integrated highway services model, and it is therefore difficult to compare ourselves with other similar organisations. The closest comparator is construction but many employers in this sector are based in housing construction and not the highways sector.

Ringway Jacobs remains committed to doing everything possible to reduce the gap and recognise that the biggest challenge is the disproportionate number of men to women across our business and specifically in more senior roles. We also recognise that we are subject to some factors out of our direct control, for example we have several employees who transferred to us under TUPE. In these circumstances the employees existing contract and associated pay and conditions set by their previous employer transferred with them.

Our focus has been on the areas we can control and these fall into three strands of our HR strategy, **Attract, Develop, Retain**.

### **Attract**

We have been working hard to attract more women into our industry, by supporting virtual events at colleges and other STEM activities. At the snapshot date of this report 29% of our apprentices who were following a construction/civil engineering qualification were female. We have also had some success with female Operative recruitment, and although the numbers are small, we are pleased to have seen progress in this area.

We continue to work with our recruitment partners to improve our diversity in job applicants. Since our last report we have:

- Refreshed our careers page to include details of female workers in traditionally male roles
- Raised awareness of unconscious bias

- Trained our managers to write more inclusive job descriptions including the use of a gender decoder to avoid using gender biased words.

## Develop

Attraction and recruitment alone are not enough to address the pay gap, we need to ensure that we support people's development once they have joined us to help them build their career. In order to support our Apprentice programme, we have started to define career paths for progression and ensure we manage people's progression against these.

We have continued to successfully promote internally with over 100 people promoted in the 12 months up to the 5<sup>th</sup> April 2021. A quarter of these promotions were female and represent 9% of our female population. The remaining were male and were representative of 8.7% of the male population.

We continue to ensure we offer relevant and timely learning and development opportunities across the business. This includes subject matter on diversity & inclusion to highlight that everyone has a role to play to promote and embed an inclusive and culture that welcomes and values difference.

## Retain

We have increased the number of females eligible for a bonus payment, as reported above. This has seen the proportion of females increase to 4%, compared to 3.9% of men. Bonus is calculated as a percentage of annual salary and is linked to job grade. The inclusion of females into roles that attract bonus has been positive and they have mainly moved to the entry level of the most senior grades. This action has therefore widened our mean and median bonus gaps, because the most senior people with the highest percentage of bonus payable are still predominantly male.

Having refreshed our Flexible Working Policy last year, we are seeing an increase in the number of our non-operational colleagues moving onto hybrid working arrangements, to support a better work/life balance.


## Conclusion

At Ringway Jacobs we are working hard to improve our gender balance, and although it may take many years for the impact of what we are doing to be felt, we will carry on. In the meantime, we will continue to monitor our progress and report our pay gap annually.

We confirm that to the best of our knowledge the information in this statement is accurate.



Philip Horton  
**Managing Director**



Anne Whipps  
**Head of HR**