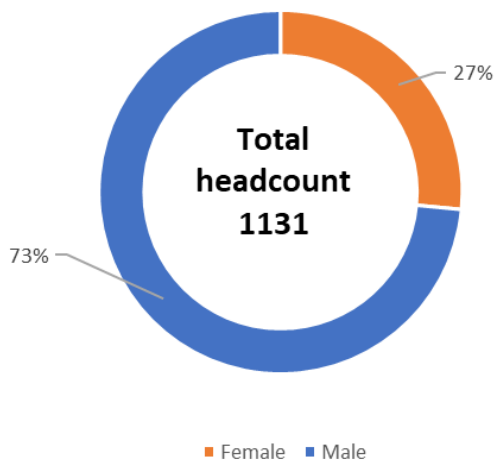


Gender Pay Gap Report

5th April 2022

Ringway Jacobs is a leading highways service provider working with local authorities across the UK. We provide a wide range of road network management solutions, using our unique blend of engineering capability, innovation, and customer care. During 2022 we supported over 10,000 miles of highways, 8,400 miles of footway, almost 7,000 miles of public rights of way and 242,000 streetlights.

Our employees



On 5th April 2022 we employed 1131 people.

We have been continuing our efforts to break down the traditional bias in Engineering and Construction that saw less women pursue careers in this sector. This is however still evident in our gender profile, but we have made steady progress in recent years, moving from 24% female employees in 2020 to 27% in 2022. This includes increasing the number of female operatives employed.

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

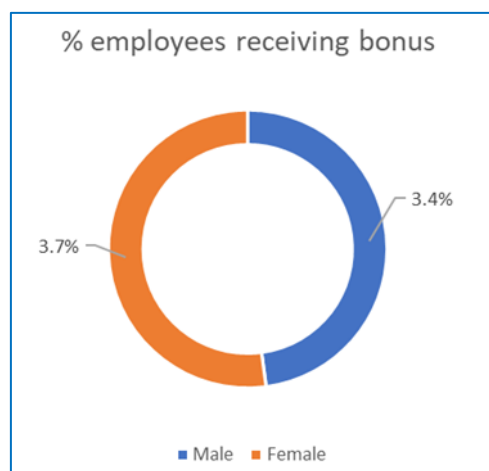
The mean gender pay gap is the difference between the average hourly rate of pay of women compared to men. This is expressed as a proportion of the men's average.

Our results

Although we do still have a pay gap it is not necessarily representative of our efforts to address this. The demand for engineering talent increased following the pandemic, with large, high profile infrastructure projects such as HS2 generating increased competition for skilled people in the Engineering and Construction sector. As a result, there have been significant increases in starting salaries being offered across the sector.

To help retain employees we undertook benchmarking exercises to review existing pay and, in some cases, increase salaries for specific groups of skilled employees, in order to remain attractive as an employer. This has helped us with retention and has also contributed to the increase in our gender pay gap. This is because although the pay increases applied were the same for men and women, there is a higher proportion of men employed in the roles that received an uplift.

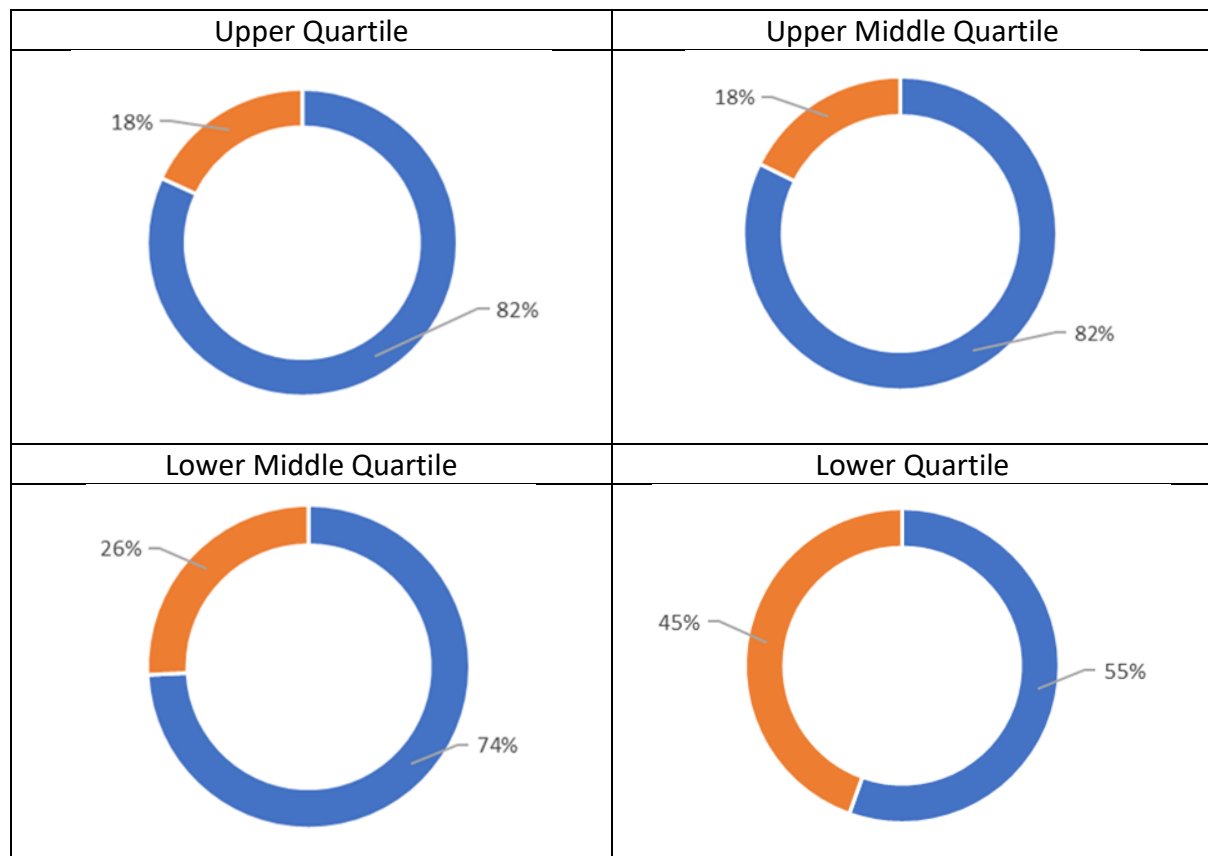
| Pay | | Bonus | |
|-----------------------------------|---|---------------------------------|---|
| Mean 22.7% | <i>The mean pay of men is 22.7% higher than that of women</i> | Mean 59% | <i>The mean bonus pay of men is 59% higher than that of women</i> |
| Median 21.2% | <i>The median pay of men is 21.2% higher than that of women</i> | Median 30% | <i>The median bonus pay of men is 30% higher than women</i> |



We understand that the additional pay reviews required during 2022 will have increased our Mean pay gap, but we were pleased to see a significant reduction in the Median pay gap (42% was reported in 2021). We have also reduced the Median bonus pay gap compared to 2021, although the Mean bonus pay gap has widened. This is because we continue to promote employees both male and female into roles that attract bonus. The salaries are often not as high as more experienced employees at that level, so when the same percentage bonus is awarded, the sums involved can vary. We have however maintained a higher percentage of women receiving bonus compared to men, which has been the case since our 2021 report.

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.



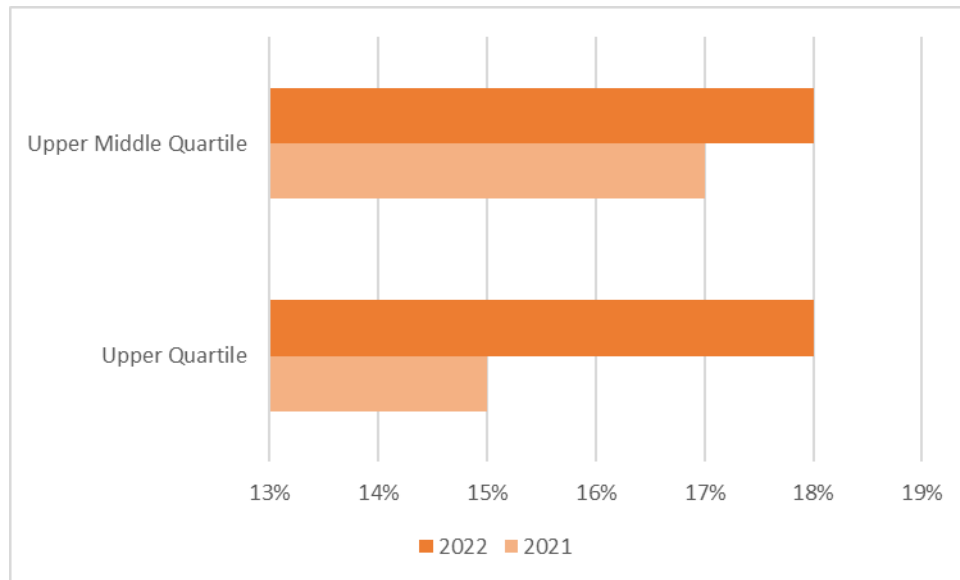
Male 

Female 

Our progress

Many organisations have a gender pay gap, and although other companies will have reported a lesser gap, we have made good progress in our commitment to address ours.

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. Nonetheless, we have challenged ourselves over our preconceptions of how we work and our established ways of thinking. As a result, we are pleased to note an increase in the proportion of women in the upper and upper middle pay quartiles:



Many of the factors impacting our gender pay gap that we have previously reported have not changed. We have however taken steps to making Ringway Jacobs a more attractive place for women to work. We have done this by:

- Conducting an equal pay audit to ensure we are paying men and women the same for work of equal value,
- embracing the learning from COVID by supporting hybrid and other forms of flexible working,
- Using a simple gender decoding tool to check that our job descriptions are not inadvertently using gender biased wording.
- Implemented a Gender Pay Gap working Group – their first action was to help implement a Menopause Policy, with guidance for managers on how to approach conversations about this topic.
- Educating ourselves on the role of bias and unearned privilege in decision making, and how these factors can unconsciously influence our approach.

Conclusion

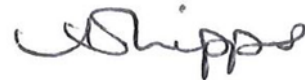
There is still more we can do and, like most companies in our sector, our pay gap is largely a reflection of the disproportionate ratio of men to women in our business, particularly within more senior roles. We are also realistic about the challenges we face because of the historical composition of the industries we operate in, which gives us even more drive to

uncover and understand the root causes. 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.

A handwritten signature in black ink, appearing to read 'PHH'.

Philip Horton
Managing Director

A handwritten signature in black ink, appearing to read 'Anne Whipps'.

Anne Whipps
Head of HR