

GENDER PAY GAP REPORT 2017

At Rydon, we deliver award winning, quality facilities built with a commitment from people who are passionate about what they do. Our aim is to improve local communities, through Housing, Healthcare and Education solutions, for the benefit of current and future generations.

We welcome and fully support the requirement to publish our gender pay gap and are committed to improving the male/female ratio across our business. We acknowledge we have a gender imbalance, and like much of our industry, this is primarily driven by the shape of our workforce. We are confident that our approach to pay parity, underpinned by a job grading and evaluation system, ensures our pay is gender neutral and we remain committed to fostering a culture that promotes inclusivity and equality of opportunity for all.

I confirm Rydon is committed to the principle of gender pay equality and the 2017 data reported is in line with mandatory requirements.

Lisa Fitzsimons
 Group HR Director

THE GENDER PAY GAP FINDINGS

Here at Rydon, we have made a conscious effort to increase the number of women joining to mitigate skills shortages, and also to benefit from the advantages that workforce diversity brings to our business. We are pleased to report that our female population is higher than the industry average.

Gender balance:



We introduced a job evaluation and grading structure to categorise, benchmark and maintain pay equity between our roles which is why we are confident our gender pay gap is driven by having a greater number of male employees in all roles as opposed to pay disparity.

What is the Gender Pay Gap?
 The gender pay gap compares the average pay for males and females for all roles regardless of type or level. This differs from equal pay (Equality Act 2010) which measures pay parity between men and women for the same or similar jobs.

What is the Mean?
 The mean, or the average, is the overall difference between average male and female pay.

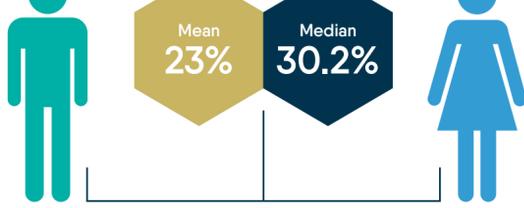
What is the Median?
 The median gap is the difference between the employee in the middle of the of male & female salary range.

We remain committed to ensuring our workforce is diverse, inclusive, and our culture continues to be open and collaborative, and we know we are getting some things right as our recent staff engagement survey revealed 89% of all employees, report feeling proud to work for Rydon.



OUR GENDER PAY GAP

The difference in hourly pay between men and women at Rydon



These figures are very similar to the UK Construction & Property sector, our gap is driven by the disproportionate distribution of men and women across the business and the type of roles they do.

EMPLOYEES BY QUARTILE PAY BANDS

The pay quartile bands list % of male and female in each quartile when we list the rate of pay from the lowest to the highest and then divide into four equal parts. This pattern indicates, as within our industry generally, the gap is driven by the structure of our work force and less female representation across the upper quartiles.

85.5%	Upper Quartile	14.5%
75.6%	Upper Middle Quartile	24.4%
79.1%	Lower Middle Quartile	20.9%
54.1%	Lower Quartile	45.9%

OUR BONUS GAP FINDINGS

The difference in bonus pay between men and women at Rydon

As a fair and equal employer, we are proud to report that our permanent employees, irrespective of their age, gender, or role, are eligible for a bonus and the same % is applied to all. When looking at our bonus gap it is predominantly driven by two key factors, the first being that there are more men in senior roles and secondly the number of part time opportunities across our business, which are mainly filled by women.



CLOSING THE GAP

Whilst we do not have an equal pay issue, we are clear on why the gap exists and focused on the measures we need to take; in fact, we are encouraged by measures taken in the last 24 months that are actively closing the gap:



OUR ACTION PLAN

Though encouraged by the impact of our continued efforts, retain and develop our female pipeline, we recognise we have a way to go as the majority of our females are concentrated in support roles (Operational and Corporate Services). As a result we have a number of ongoing initiatives that we believe will have a positive, sustainable impact on our gender balance:

- Report demographics and track gender stay and exit interviews to the board to ensure we remain focussed on our targets
- Member of Women into Construction (WIC) connecting women, contractors and training organisations
- Fortifying our recruitment strategies to demonstrate diversity of opportunities at all levels using gender neutral language and imagery depicting female role models
- Appointment of a female recruitment ambassador to focus on attracting women into construction
- Appoint a number of female Construction Ambassadors to engage with schools, colleges and universities to inspire future generations of female site managers and surveyors
- Planning to deploy unconscious bias and inclusion e-learning to all, mandatory for all recruiting managers
- Continue to develop our flexible working practices to encourage better work balance with family commitments
- A career development programme targeting high potential females identified through talent and succession
- Developing a maternity cover & career development programme to encourage and mentor women returning from maternity and career breaks