



GENDER PAY GAP



great people : great work

REPORT 2020





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

Wendy Bates
Managing Director Central Services

FM Conway is a leading, family run business, committed to putting people first in an environment where everyone is appreciated for their contribution; we recognise the value in extending our reach into the widest and most diverse talent pool to ensure that every opportunity is available to every person across the communities we serve and beyond.

Equality Diversity and Inclusion (EDI) is essential in our business and society; we have recently launched a new strategy “All Great People” which details clear goals to support our commitment to fairness, inclusion, and respect. To read our All Great People strategy please click [here](#).

Whilst we can demonstrate our commitment to equal pay, we do however have a gender pay gap. This gap is reflective of our industry where there are fewer females in the sector as a whole, and fewer women in senior positions.

In order to better understand why we have a gender gap in our company and across our industry, we are actively participating in EDI groups across our sector including Highways England, Network Rail, Transport for London, and Civil Engineering Contractors Association (CECA).

In 2020 we have been encouraging the community to ‘join our family’ by promoting career pathways and opportunities by portraying females that challenge stereotype. Additionally, we have been collaborating with local schools and organisations to provide a balanced week-long work experience programme and participated in a Sevenoaks Chamber of Commerce work experience week. These have played an important role in introducing students to a variety of industries; and as a result, female placements have increased to 43% from 35% the year before. With this in mind, we have channelled our efforts to bring onboard those with less experience, with the aim of upskilling these individuals and helping them to progress and build a career. Through this engagement, our female employee population has risen from 10.6% in 2019 to 12.1%, which is slightly ahead of the construction industry average of 12%. We have also grown our proportion of women in senior roles from 13.6% to 14.7% over the last year, which is larger than the proportion of women across our whole business .

Furthermore, with robust programmes that have encouraged and empowered our employees to develop and succeed, 2.7% of our females and 2.9% of our males have been promoted, with male promotions rising to 3.9% if graduating male apprentices were included. Nevertheless, we expect these levels to become more balanced as a significant number of our female apprentices are due to graduate during 2021.

As a result of our investment in our younger inexperienced employees, we have seen more female internal moves from the 20 to 29 age category than any other age group. While there has been minimal change in the proportion of female representation within operational roles, positively, 8.6% of all our females have moved laterally into new positions across the business compared to 2.0% of our males. We believe this is a significant step in attracting female talent that will help encourage them into operational career pathways.

I confirm that the Gender Pay Gap data contained in this report for FM Conway is accurate and has been produced in accordance with the guidance on ‘Managing Gender Pay Reporting’ developed by the Advisory, Conciliation and Arbitration Service (ACAS).

INTRODUCTION:

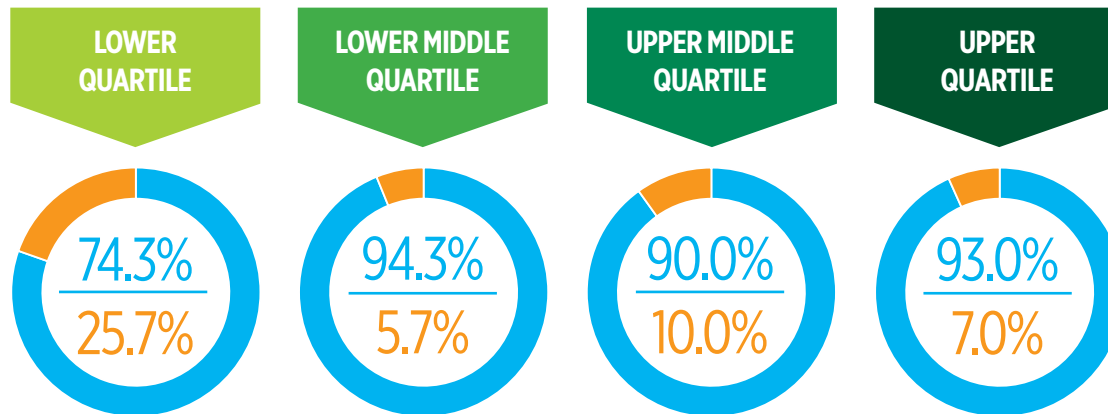
At FM Conway we believe in creating a diverse and gender balanced workforce which reflects our customers and the communities we serve. We achieve this by caring, developing, encouraging and empowering our great people, to deliver great work.

GENDER PAY & BONUS PAY:

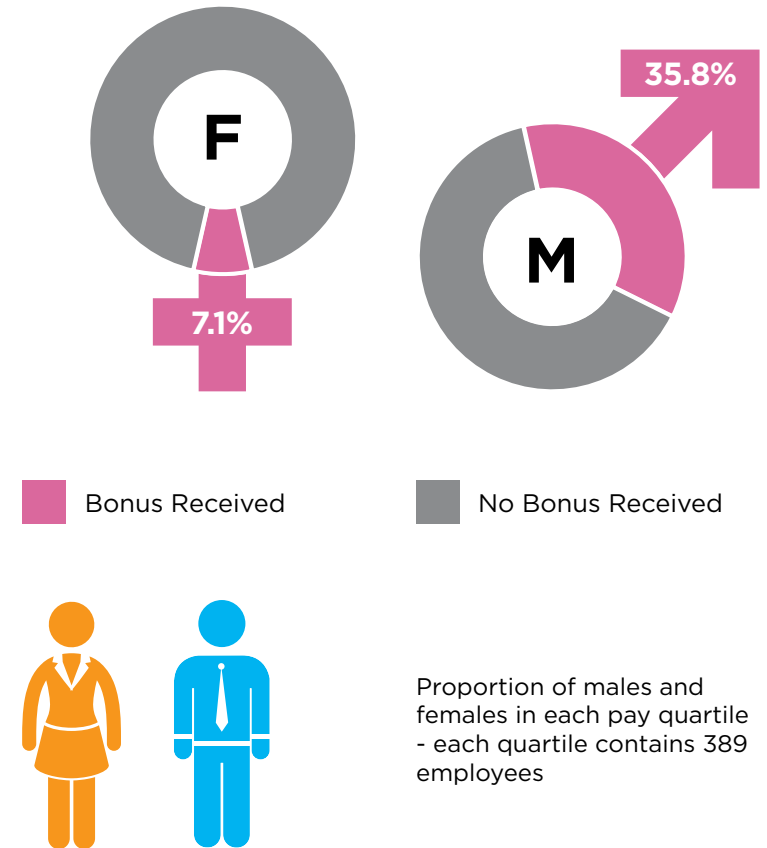
Difference Between Males and Females	Mean (average)	Median (middle)
Gender Pay Gap ^{01*}	17.2%	22.3%
Gender Bonus Pay Gap ^{02*}	69.5%	76.4%

01* As of 5th April 2020 | 02* In 12 months proceeding 5th April 2020

PAY QUARTILES:^{01*}



PROPORTION OF EMPLOYEES RECEIVING BONUS:^{02*}



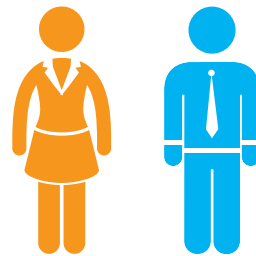


UNDERSTANDING THE GAP:

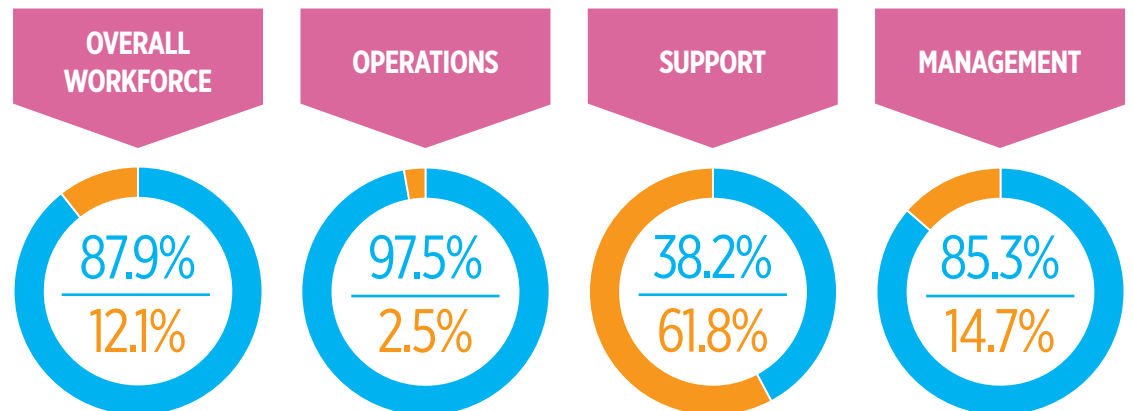
We are confident that we have equal pay for work of equal value. Our gender pay gap instead exists due to the difference in overall pay for men and women across our business and an unequal distribution of men and women across the company.

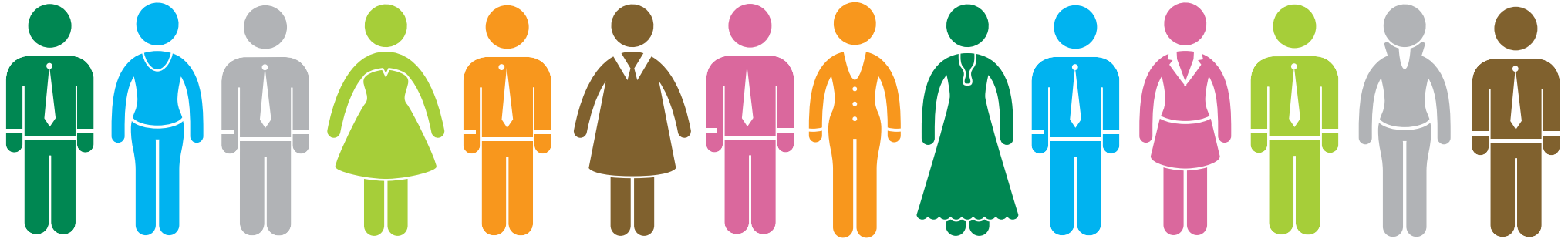
FM Conway's gender pay gap is strongly influenced by the gender and salaries of its operational community which make up 72.6% of our workforce. 97.5% of our operational workers are male and by the nature of these jobs, receive shift pay and operational productivity bonuses which results in an elevated gender bonus pay gap.

While we have seen our gender pay gap widen since our 2019 report, this has been a consequence of the investment we have made in onboarding less experienced female talent into the business with a view to support them in developing their career. As a result, a number of less skilled individuals were hired and brought in on a lower rate of pay which has ultimately reduced both our female mean, and median hourly rate.



WORKFORCE DYNAMICS:





HOW WE WILL MAKE A DIFFERENCE:

1. All Great People

Our new EDI strategy “All Great People” has been launched which defines eight new diversity initiatives and outlines our goals and objectives for the next three years. Our fifth goal specifically focuses on the female community and includes three primary objectives which will improve our attraction and retention of females, along with the mentoring and supporting of those interested in advancement.

We are also pleased to announce that we have become an online member of WISE (Women into Science and Engineering), an organisation which focuses on increasing the participation, contribution and success of women in Science, Technology, Engineering and Mathematics (STEM). We are confident that we can help work towards the WISE goal of achieving 30% of women in core STEM by 2030 whilst supporting our own EDI strategy and agenda.

A particular highlight of our year was one of our female apprentices winning the CIHT Apprentice of the Year Award. Vickie Bathe, an apprentice Civil Engineer in our Structures division was recognised for her hard work and outstanding contribution to our business.

2. Creating a female friendly environment

The COVID-19 pandemic has enabled us to very quickly adopt a more flexible approach to working and a culture that embraces working from home and improved work life balance. We plan to explore and develop this new way of working going forward as well as further understanding the other barriers inhibiting female progression and development. We also plan to improve our Return to Work programme specifically relating to females who have taken an extended career break.

3. Branding review

We are undertaking an audit of all our company promotional material; both printed and digital, to break down the stereotypical gender job roles within our industry. We are designing a brand-new job search page and introducing new social media outputs that will encourage a more diverse range of applicants and represent our inclusive culture more accurately.



4. Operating fair and inclusive recruitment practices

We have recently introduced recruiter scorecards which are a set of pre-defined questions agreed between the hiring manager and recruiter at the start of the recruitment process. These enable multiple members of the hiring panel to score candidates based on the essential skills required for the role as listed within the job description, helping to reduce unconscious bias by focusing on candidates skills. We have also improved our diversity monitoring by developing a dashboard of reports that better allows us to understand our female application to interview to hire rate. This will help us identify areas where we need to further encourage woman to apply.

5. Supporting learning, promotion and retention

We have designed a new EDI training course which is being delivered to all levels across the business. We are also introducing training in order to ensure that all those who serve on selection panels are aware of differences in how candidates may present themselves; how to recognise bias in oneself and others, how to recognise inappropriate advocacy or unreasoned judgement; with an aim to eradicate potential bias from our recruitment and promotion processes. In 2020 we also reinvigorated our annual appraisal process to ensure opportunities for career progression and upskilling were captured and developed. Finally, during the last financial year a number of our employees have taken on formal recognised qualifications, 26% of those enrolled in schemes were female.

6. Building a pipeline for the future

While COVID-19 has impacted our ability to offer practical work experience, attend schools and events to promote the industry, we have joined the Government led Kickstart scheme to create placements for 16 to 24 year olds receiving Universal Credit. Positively we have already had one cohort of new Kickstart employees, 60% of which are females.

GENDER **PAY GAP STATEMENT** 2020



CARE

As a family business we act
with care and compassion



EXCELLENCE

Great people delivering
great work, always



INTEGRITY

A business committed to
doing the right thing



INNOVATION

Our passion is to always
find a better way