

All Great People



2023

# GENDER PAY GAP REPORT



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Joanne Conway  
Executive Group Chair and  
CEO of the FM Conway Group



## INTRODUCTION

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.

We recognise that diverse teams generate creative and innovative solutions. They make better decisions and are more engaged, which is why we are working hard to ensure that every person who works for us feels valued and included.

As we near the end of our four year 'All Great People' strategy, where we have defined eight clear goals to support our commitment to fairness, inclusion, and respect, we have been taking the time to review our objectives and understand where we have met our targets and where we could have done better. We will be producing our new strategy in the second half of 2024, which will span the next six years and take us to 2030. It will have aggressive targets, including our pledge for our workforce to be 30% women by 2030. This is a bold and difficult target to meet in our industry, where, according to the Office of National Statistics (ONS), in April 2023, only 15.8% of the

UK construction industry workforce were women – and much less were in true operational roles. Nevertheless, without ambitious plans we will never be a truly diverse employer or industry.

Women now account for **15.7%** of our workforce, an increase of **5%** from our 2019 baseline and **1.3%** from our 2022 figure. The largest increase being in our Operational divisions where the percentage of women in our workforce rose by **30.4%** since 2022. This is a **300%** improvement since our 2019 baseline and demonstrates our commitment to encouraging more women into the Transport and Construction sectors.

In addition, despite only **15.7%** of our workforce being female, **32%** of individuals who were promoted in our business last year were women, which demonstrates our ongoing commitment to the recruitment, retention and promotion of women within our sector.

I, Joanne Conway, 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).

# OUR RESULTS

**Our mean (average) gender pay gap** is **16%** for 2023, which has reduced by **1.2%** from 2022 (median pay gap is **21.6%** compared to **20.1%** in 2022), which means that on average (across all levels of the business and all roles) a woman's hourly rate is **16%** lower than a man's.

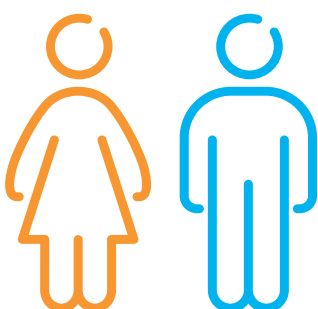
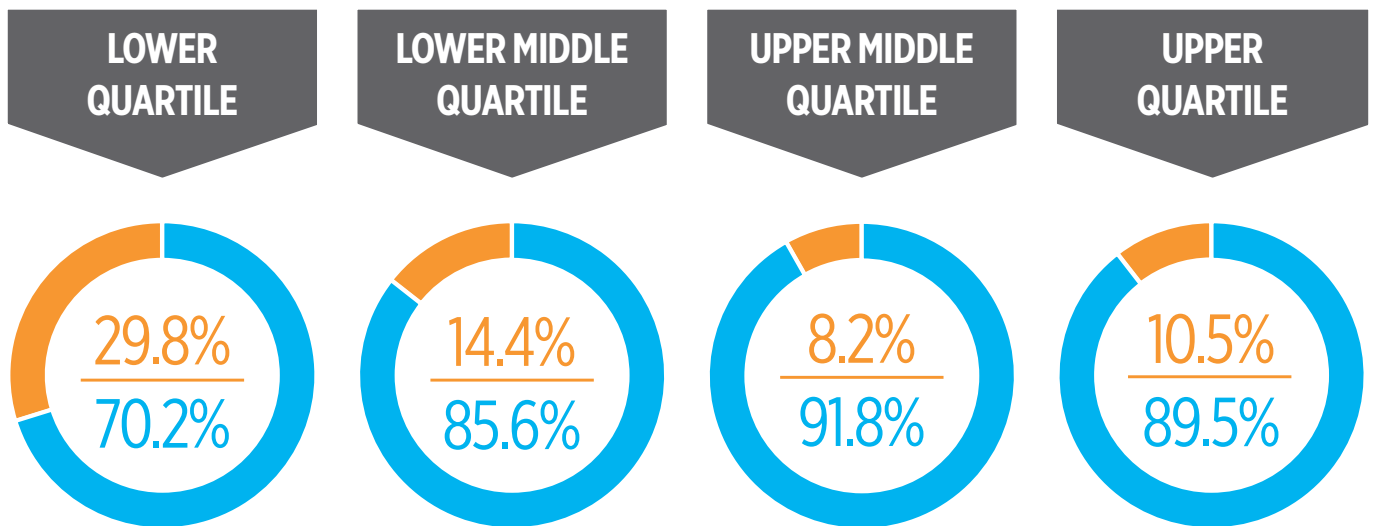
**Our mean bonus pay gap** is **-38.2%** for 2023 compared to **-17.4%** in 2022 (median bonus pay gap is **-22.2%** compared to **16.7%** in 2022), which means that on average (across all levels of the business and all roles) a woman's bonus is **38.2%** higher than a man's.

## GENDER PAY & BONUS PAY:

Difference Between Males and Females	Mean (average)	Median (middle)
Gender Pay Gap <sup>01*</sup>	16%	21.6%
Gender Bonus Pay Gap <sup>02*</sup>	-38.2%	-22.2%

01\* As of 5th April 2023 | 02\* in 12 months proceeding 5th April 2023

## PAY QUARTILES:<sup>01\*</sup>



Proportion of males and females in each pay quartile - each quartile contains 412 employees



PROPORTION OF EMPLOYEES RECEIVING BONUS:<sup>02\*</sup>



# EXPLAINING THE GAP

The terms 'gender pay gap' and 'equal pay' mean different things and we are confident that men and women in our business receive the same pay for doing work of equal value.

The gender pay gap refers to the difference between a male and female's average hourly pay when looking across the entire workforce. Whilst we do have a gap of **16%**, this exists due to an uneven distribution of women and men across our business, and is reflective of our industry where there are fewer females in the sector as a whole, and specifically fewer women both in operational roles and in senior positions.

Our gender pay gap is strongly influenced by the gender and salaries of our operational community, which makes up **67.9%** of our total workforce. Despite a small reduction this year, **94.6%** (down **1.1%** from 2022) of our operational workers are male, and, by the nature of these jobs, receive shift pay which results in a widening gender pay gap. Despite an increased focus on trying to recruit women into these roles, the consistently low number of applications from women is reflective of the appetite of some demographics to work in these types of jobs, and although we have increased the number of women in operational roles, they still only make up **5.4%** of the operational workforce.

However, we do have a greater proportion of women in our overall workforce and the number of women has increased by at least **2%** in every quartile, except the upper middle, which has had a slight drop of **1.1%**. This is primarily related to the promotion of women from this quartile into the top quartile. In fact, **15.5%** of our women (included in both 2022 and 2023's calculations) made a positive move into a higher quartile.

We have recruited our highest number of women into the top quartile this year, since we began reporting, which has meant that 2023 has seen the greatest proportion of women within the top quartile than ever before.

These senior moves are also reflected in the fact that a larger proportion of women received a bonus than previous years (our bonus is grade related). On average, a women's bonus is **38.2%** higher than a man's and the bonus paid to the middle women in the data set is **22.2%** more than paid to the middle man.

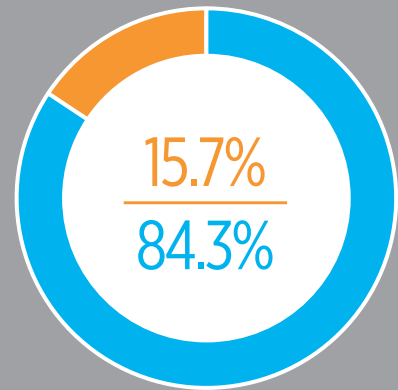
We are encouraged by the number of female colleagues in support roles (**62.2%**), and over the past year **32%** of our promoted personnel have been women; indeed **6.2%** of all women included in the Gender Pay Gap calculation activity were promoted, a number which compares very favourably to the **2.4%** of men in the same situation. We have also been pleased to see that **5%** of women have moved to new roles that represent work of equal value to that which they previously undertook (double the percentage of men). Sadly, these positive changes have not been reflected in our Gender Pay Gap as sufficiently as we would have hoped.

Lastly, our figures have also been influenced by a high number of our women who have been omitted from the results or were not receiving full pay during the snapshot period due to maternity leave (particularly a number of females in the upper middle quartile). However, our enhanced maternity pay has been greatly welcomed by the women of the business and our high return rate has demonstrated the loyalty our women feel to our business.

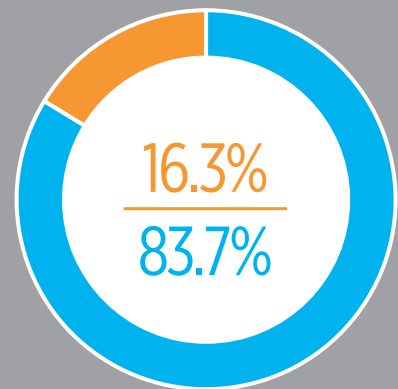


# WORKFORCE DYNAMICS:

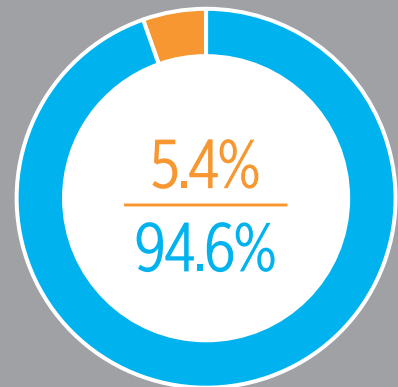
**OVERALL  
WORKFORCE**



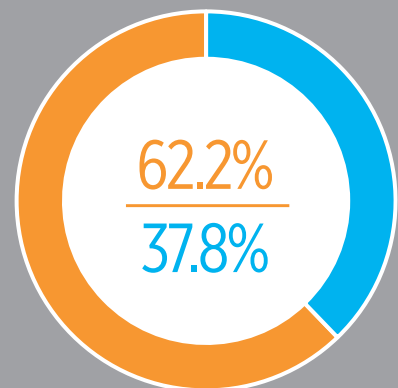
**MANAGEMENT  
INCLUDING SENIOR MANAGEMENT**



**OPERATIONAL**



**SUPPORT**



# CLOSING THE GAP

Despite our aspirations and commitment to becoming a more diverse business with more women across all of our operations, we believe in being open and transparent, even if it reveals challenges within our workforce and highlights that we are not where we would like to be.

By analysing our data and reviewing our working practices we can identify our challenges and implement programmes and plans to ensure that, moving forward, we are a more diverse and inclusive place to work.

We recognise that our challenges are industry-wide and not FM Conway specific, so making significant improvements will take time and a concerted effort from our clients, suppliers and competitors. We have already joined a number of external groups and forums, including 'Women in Transport' and 'London Women in Engineering Group' (LoWEG), to try to further understand the challenges and barriers that women face, in an effort to attract more women to our industry.

We have also been working on our own initiatives and have partnered with businesses such as TfL on their WiTnE programme to ensure our workforce is as inclusive and diverse as possible.









# WOMEN IN TRANSPORT AND ENGINEERING (WITNE) PROGRAMME

In November 2022, we partnered with Transport for London (TfL) on their Women in Transport and Engineering (WiTnE) programme. This sees long-term unemployed women embark on a four-week employment programme which aims to give them the tools and confidence to return to the workplace. Many have been out of work for an extended period due to childcare or caring commitments, and find that looking for a new job can be daunting.

The first week of the programme consists of employability skills training at the College of Haringey, Enfield and North East London (CONEL), where candidates learn key soft skills in effective communication and teamwork, and also undertake practical training sessions including CV writing and interviewing skills. The second week is led by the charity Smartworks, where they receive support and advice to prepare themselves to transition back into the workplace, as well as providing them with the clothes required for interviewing, if necessary. Finally, they embark on a two-week work experience placement with a pre-selected business.

Each employer that signs up for the programme presents to the candidates at the induction day, meeting with those that are interested in working for them. Candidates are then matched with employers depending on suitability for the roles available.

We hosted six fantastic women for a structured two-week work experience programme, where they spent a week together on-site, visiting depots, asphalt plants, and large schemes in order to understand how our business works and the culture we have developed. Their final week was spent working in various departments within our business, depending on their skills and experience.

**Sabina Sajjad, who was on the programme and now works for us as a PMO Analyst in our Business Transformation team, says:**

*“Participating in the WiTnE program provided me with a unique opportunity to present myself and my skills to FM Conway. It also allowed me valuable insights into the company’s culture, work processes, and the chance to engage in conversations with staff members about their careers and experiences within the organisation. This journey has led to me becoming a part of the Business Transformation team (and its second female member), where I have recently celebrated my first year.”*

**For more information on the programme please see [Women at TfL - Transport for London](#)**



# GREAT LEADERS PROGRAMME

In July 2021, we launched our Great Leaders Talent Development Programme, which aims to improve and develop the skills and competence of our employees to recognised professional standards and education levels. This is in order to ensure a diverse, inclusive, and professional workforce and to build a resilient corporate team that embraces the successful traditions of our company. By ensuring our programme is diverse in its participants, it raises the profile of our rising female stars and ensures that their voices are heard.

The training focuses on three levels of leadership, Step into Leadership, Middle Managers, and Directors & Aspiring Directors, and employees are asked to complete an application form in order to take part. The initiative aims to support and develop our rising stars through a structured career development programme, which includes a series of masterclasses, action learning sets, peer mentoring, and career development planning. Participants are also asked to complete Strengthscope, a strengths-based profiling assessment that helps individuals understand their strengths and how to utilise them more effectively at work in order to reach peak performance.

By April 2023, 72 individuals have taken part in the programme, with **32%** of them being female. Following the completion by cohort one, **24%** of participants have since been promoted, with **41%** of these being female. In addition to this, **10%** have experienced a positive job role change, with **29%** of these being female. These promotions have positively impacted our Gender Pay Gap results and are reflected in the increase of women moving into the higher quartiles.

The business encourages women to participate at all levels, and we recognise that the masterclasses and action learning sets have been highly successful due to diversity of thought and participants challenging each other's ways of thinking. The strong collaborative leadership teams which are being built through the programme will ensure we have a pipeline of talent and a robust succession plan.

**Natasha Mealey started her Great Leaders journey in September 2021 and completed the Middle Managers course in April 2022. Following completion of the programme, Natasha was promoted from a Senior Marketing Manager to our Head of Marketing. Natasha says:**

*"The opportunity to take part in the Great Leaders course was a great support for my career development within the business. It gave me the time I needed to focus on my personal goals and objectives, and provided an avenue to discuss wider business strategies with likeminded colleagues. I was given the opportunity to head up the marketing team shortly after completing the course, and I was able to utilise the skills and techniques I had learned to manage and support both my team and our deliverables.*

*The course also helped me to deal with my own self-doubt, a feeling often permeated by women in the workplace, and one I know many of my female colleagues can identify with. But with lots of support and the fundamentals from the Great Leaders training, I focused in on my education, my advocates, and my experience to manage the voice in my head, reframe the message and deliver in a role I have nurtured, developed, and enjoyed throughout my career."*





# Safe Space

The term safe space generally means "a place or environment in which a person or category of people can feel confident that they will not be exposed to criticism, harassment or any emotional or physical harm."

(Oxford Dictionary)



## WOMEN'S EVENTS

March 2023 saw us launch our first International Women's Day Event, where we invited every woman from across the business to our head office in Sevenoaks to celebrate the women of FM Conway.

We had a breakfast networking session and then heard from four inspiring women who were in various stages of their career with us, from Lauren Parsons who is just starting out as a Business Analyst, to Stephanie Byrne from the communications agency Camargue, who talked to us about the importance of personal brand. Each discussed their experiences of working in a male-dominated environment and gave advice on how they overcame the challenges they met. Key themes from the event were to just 'go for it' and take every opportunity that was offered, regardless of whether you feel qualified.

The event closed with a Q&A session where the audience could ask anything they wanted, either face to face or via an anonymous app. Lots of questions were asked, with many being answered by other members of the audience. Final words of support and advice were offered by Joanne Conway, who gave a compelling talk on her journey, from starting out to becoming a Board member.

Over 70 females attended the event and it gave them a great opportunity to meet other women in the business that they may not normally talk to, as well as to build relationships and a support network.

Feedback from the event was so positive that we have committed to running events every six months.

Our Female Forum continues to meet quarterly, enabling attendees to share ideas, challenges, and concerns with each other while offering an internal support network, particularly to those women in the business who do not interact with other women day to day. A new agenda item is to build on the success of the International Women's Day event and plan future events to ensure they are as inspiring and well attended as the first one.

**Ella Cole, Head of Equality, Diversity & Inclusion, says:**

*"Our International Women's Day event and Female Forum meetings have given the women of FM Conway a voice in a male-dominated environment, which means that they feel valued and understood. The opportunity to network enables them to meet other like-minded women and build friendships with people that they might not have traditionally met. Feedback from the event has been extremely positive and we have already started planning our next one in September which Laura Trott MP will be attending."*

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# Camargue



International  
Women's Day

# APPRENTICESHIPS

We believe that apprentices make up a critical part of our workforce, and our apprenticeship programme allows us to offer opportunities to talented people early in their careers, including those that have chosen not to or have been unable to attend university full time, but are still keen to progress their higher education and professional qualifications. Our apprentices are offered permanent employment from the outset, together with the chance to study qualifications ranging from Level 2 to Degree Level 6.

Many of our apprentices are from under-represented groups, promoting inclusivity and bringing a variety of perspectives to our team. Hiring an apprentice has also proven to be a productive and effective way to grow our talent pool and develop a motivated, skilled and qualified workforce. Through our programme they are not only able to put their learning into practice, but are also learning and developing important work-related skills such as leadership, communication, and analytical thinking.

The 12 months preceding the reporting period was a great year for apprentices, and we ensured that emerging talent initiatives such as our Apprenticeship programme created stretch opportunities to nurture young women.

We have increased the number of apprentices employed by the business, and as of the end of the year, we have 52 young people working on a structured programme and attending college to achieve a professional qualification - with 32% of the apprentice population being female.

We have enhanced the support provided by the Talent Management teams and we have a dedicated resource to coordinate, support and champion our apprentices. We have also introduced a new programme to enhance our apprentices' business knowledge called the Apprentice Business Enrichment programme, which is a series of training events, workshops and masterclasses, where our apprentices can meet their counterparts and build a support network of their peers.





In addition to our traditional apprentices, we also have 118 employees on formal learning programmes, funded by the apprenticeship levy. This ranges from Level 2 in Maths and English to Level 7 MBAs – with 29% of these apprenticeships undertaken by women.

Tayabah Abdul-Qadir joined FM Conway in June 2022 as an Engineering Apprentice. In the same year she commenced her part-time apprenticeship study of an HNC in Civil Engineering at London South Bank University. Tayabah says:

*“When I first completed my work experience at WSP, I was inspired to go into Civil Engineering. I was aware that with the nature of the industry, the best thing for me was to get an apprenticeship, which would help me apply my studies to work, and gain relevant industry experience. Since then, I can genuinely say I have been able to apply my learning to work and vice versa. This experience has put me ahead of many graduates who have taken the conventional university route, and has equipped me with my tools, both soft skills and hard skills, and the relevant qualification.”*

*“My studies have had their ups and downs, generally more ups than downs. However, my university and my workplace have been nothing short of supportive throughout everything, especially my team at work and my course module leader.”*

*“Their support has helped me achieve brilliant grades and keep on top of my KSBs (Knowledge, Skills and Behaviours), which would both contribute towards my goal of becoming a qualified ICE chartered Civil Engineer.”*

*“Working with FM Conway has been the ‘perfect opportunity’ in my opinion. I love that as an Engineer Apprentice my weeks are varied. I switch between University, office, site-work and other apprentice-related events. Not one day is boring. FM Conway has many opportunities for progression and growth as a company and within my team, and I have had the support of my team to pursue said opportunities.”*

*“I aspire to use the skills and qualifications I have achieved through my work to become a chartered female Civil Engineer.”*



2023

# GENDER PAY GAP REPORT



## 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