



great people : great work

REPORT 2017





JOANNE GARWOOD
Director of Central Services

FM Conway is committed to be an employer of choice where everyone is recognised for the contribution they make to our business and the diversity of our workforce is vital to maximise our company's performance.

Fairness, inclusion and respect are central tenets of our business operation – as we believe that creating an environment where people can work, grow and succeed irrespective of their gender or any other attribute is vital to our success.

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

We are working to increase the number of women entering our industry and our business in particular; we have made progress – for example, in the last two years our female employee population has increased by just under 37%. We acknowledge, however, that there is much still to do and have created an action plan to include involvement in STEM programmes for women, a work experience week for young women and curriculum activity to promote careers in our sector for women.

I confirm that the gender pay gap data contained in this report for FM Conway Ltd is accurate and has been produced in accordance with the guidance on managing gender pay developed by the Arbitration and Conciliation Service (ACAS).

INTRODUCTION:

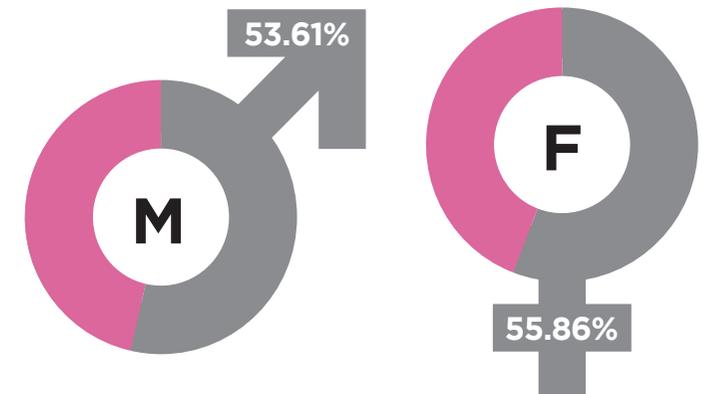
At FM Conway Ltd, we believe in creating a diverse and gender balanced workforce which reflects our customers and the communities we serve. By caring, developing, encouraging and empowering our great people, to deliver great work.

GENDER PAY & BONUS PAY:

Difference Between Males and Females	Mean (average)	Median (middle)
Gender Pay Gap ^{01*}	16.25%	17.73%
Gender Bonus Pay Gap ^{02*}	41.33%	42.84%

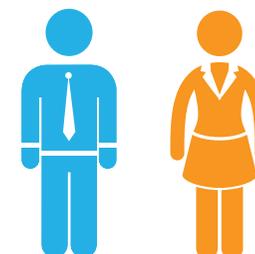
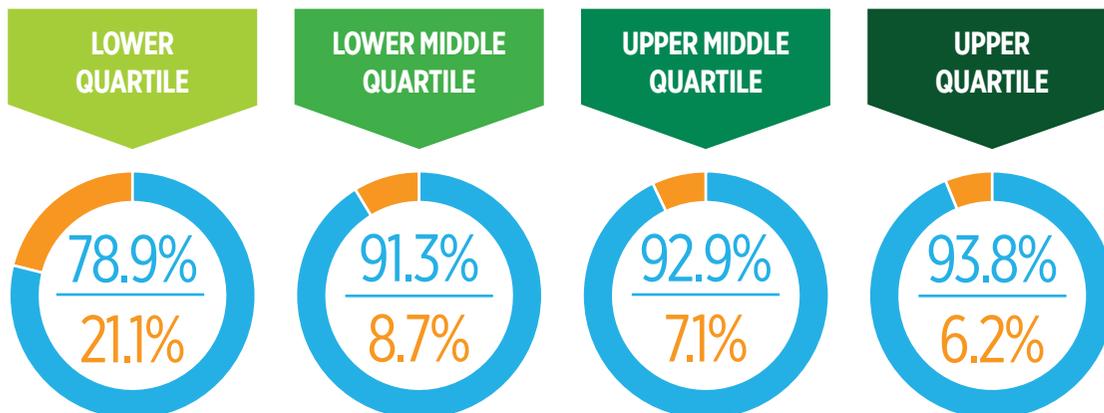
^{01*} As of 5th April 2017 | ^{02*} In 12 months proceeding 5th April 2017

PROPORTION OF EMPLOYEES RECEIVING BONUS:^{02*}



■ Bonus Received ■ No Bonus Received

PAY QUARTILES:^{01*}



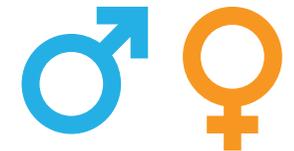
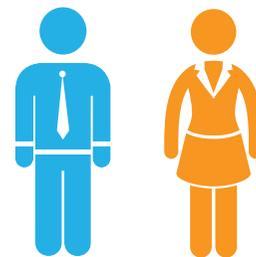
Proportion of males and females in each pay quartile - each quartile contains 323 employees

UNDERSTANDING THE GAP:

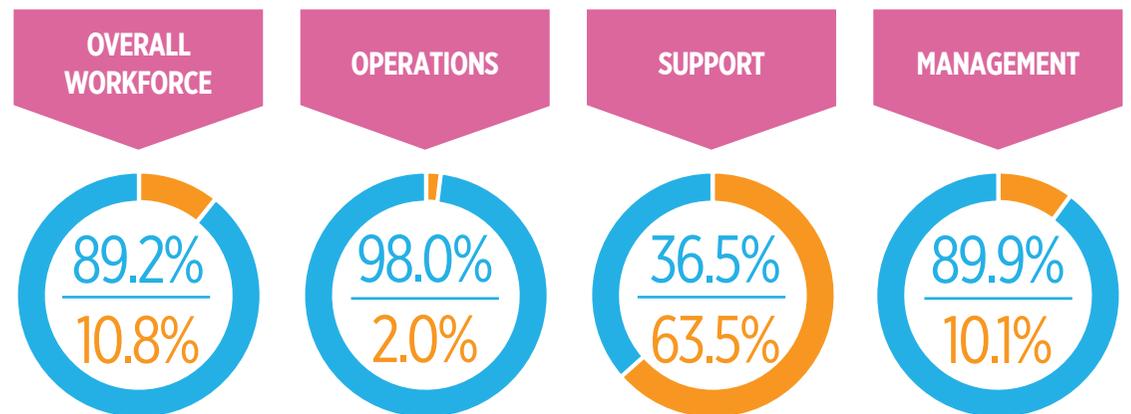
We are confident that we have equal pay for work of equal value. Our gender pay gap exists due to the difference in overall pay for men and women across our business and an unequal distribution of men and women across the company rather than a distinction in reward between genders for the same work.

FM Conway's pay gap is strongly influenced by the gender and salaries of our operational community – which is 73.9% of our workforce and a predominantly male population. This part of our team, by nature of their jobs, receive shift premium payments which result in an elevated gender pay gap. This situation has been compounded by our company bonus scheme; whilst gender neutral, it has historically been split between our operational and support teams with higher rewards being attained by the operational bonus scheme members.

In addition, we have a management team which is male in the majority and this is a factor which underpins the differential in average pay and bonus between men and women.



WORKFORCE DYNAMICS:



HOW WE WILL MAKE A DIFFERENCE:

1. Building a pipeline for the future

We are encouraging girls and young women to consider construction and engineering as a career by extending our schools education programme, establishing our first work experience for women week and ensuring our undergraduate sponsorship programme includes women.

2. Promoting fair and inclusive recruitment practices

We will ensure our career opportunities are advertised in a gender-neutral manner and all of our selection is undertaken by trained hiring managers, who have an open attitude to working flexibly and enabling women to achieve success in our core businesses.

3. Supporting learning and retention

We will continue to implement a fairness, inclusion and respect training programme to promote understanding of and respect for difference in our teams across the business. We will extend our flexible working practices and our return-ship programme to our operational teams. We also intend to establish a network of women in our business to promote mentoring and career development.

4. Rewarding success

We have made changes in our bonus schemes to promote equality of reward across gender and will take steps to ensure that success is rewarded equally through both recognition and remuneration.

5. Committing to our people

We will establish a charter detailing our current commitments to our people and our aims to increase women in our business and our sector.

