



great people : great work

REPORT 2018





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Managing Director - Aggregates & Asphalt

FM Conway is a committed, family run business that puts people first in an environment where everyone is recognised for their contribution.

Fairness, inclusion and respect are essential in our business and the wider community, and are reflected and promoted within our core values; Care, Integrity, Innovation and Excellence.

While we can demonstrate our commitment to equal pay, we do have a Gender Pay Gap. This gap is reflective of our industry where on the whole there are fewer women working within the sector, and less women occupy more senior positions.

In an effort to raise the profile of the industry we are in, we have been encouraging individuals to join our family by promoting the range of career pathways and opportunities that we offer. Whilst publicising these to the wider audience, we are challenging job role stereotypes by representing women within our marketing. We are pleased to note that through this engagement, the number of female employees in our business has increased by 9.2% over the last year.

Following a drive to encourage more women into the industry, we successfully increased the number of female students attending our work experience programmes, having attracted and filled 25% of the places with women. We hope these levels will grow in 2019 as a result of developing our relationships with more female schools.

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 Advisory, Conciliation and Arbitration and Service (ACAS).

## INTRODUCTION:

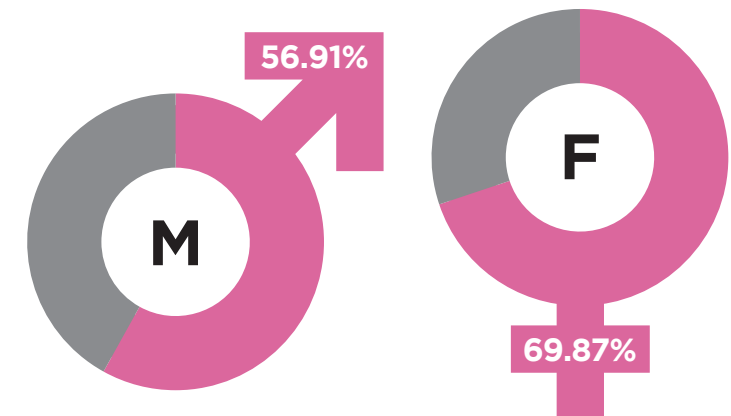
At FM Conway Ltd, we believe in creating a diverse and gender balanced workforce which reflects our customers and the communities we serve. By caring, developing, encouraging and empowering our great people, to deliver great work.

## GENDER PAY & BONUS PAY:

Difference Between Males and Females	Mean (average)	Median (middle)
Gender Pay Gap <sup>01*</sup>	10.15%	15.26%
Gender Bonus Pay Gap <sup>02*</sup>	23.61%	47.69%

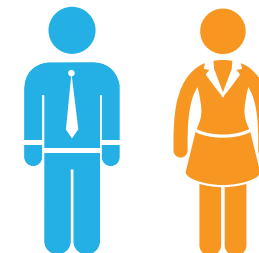
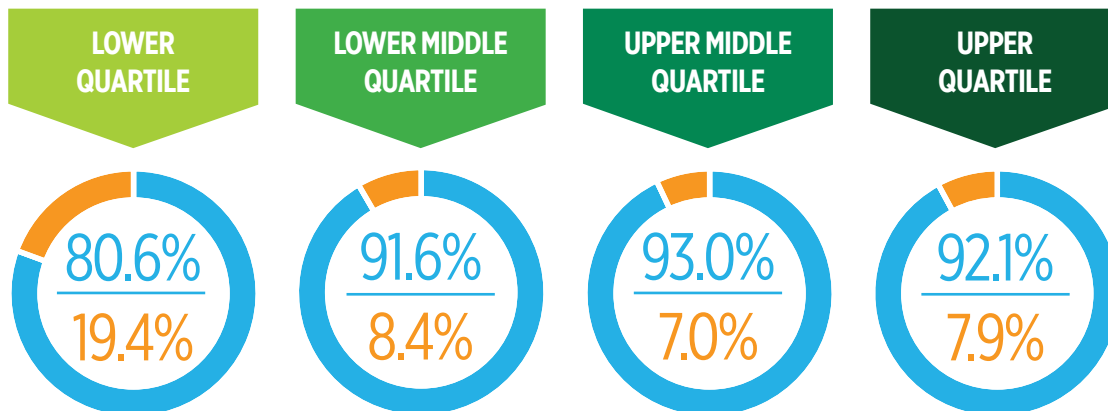
<sup>01\*</sup> As of 5th April 2018 | <sup>02\*</sup> in 12 months preceding 5th April 2018

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



■ Bonus Received
 ■ No Bonus Received

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



Proportion of males and females in each pay quartile - each quartile contains 355 employees

## UNDERSTANDING THE GAP:

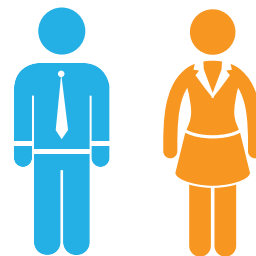
Our analysis supports the notion that our Gender Pay Gap stems from factors which are common to our industry rather than from any concerns regarding equal pay.

More specifically, FM Conway's Gender Pay Gap is strongly influenced by the gender and salaries of its Operational community, which makes up 73.6% of its workforce.

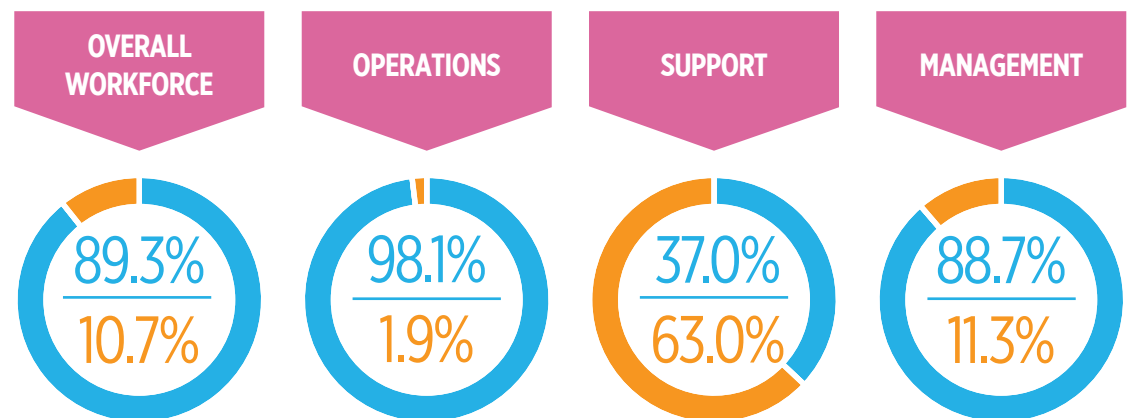
Operational workers are predominantly male and by the nature of these jobs, receive shift pay and operational productivity bonuses, resulting in an elevated Gender Bonus Pay Gap.

In addition to the lack of female representation within Operations, this can also be seen within Management, with more male Managers and Directors within the business, denoting a higher average Pay and Bonus rate.

Nevertheless, 2.5% of our female population have been recognised and successfully promoted to higher positions within the company, resulting in a positive growth in the Management population.



## WORKFORCE DYNAMICS:



## HOW WE WILL MAKE A DIFFERENCE:

### 1. Building a pipeline for the future

We are extending our connections and continuing to work closely with female only schools to increase the awareness of career pathways in the construction industry. Additionally, trials for a female only work experience week is underway, running alongside a week open to both male and female candidates.

### 2. Operating fair and inclusive recruitment practices

We are participating in “Women in Construction” events with our clients, industry and the wider community to understand how we can further promote and advertise our opportunities, with a key focus on attracting more women applicants. To aid in the monitoring and promotion of this, we have introduced a new Applicant Tracking System and website.

### 3. Communication

Following feedback, we are developing promotional material to advertise opportunities, apprenticeships and work experience, using our current female employees as ambassadors to breakdown the stereotypical gender job roles within our industry. We recognise that this is fundamental to increasing the number of women within not only our workforce but the wider construction industry.

### 4. Supporting learning, promotion and retention

We are continuing to deliver fairness inclusion and respect training across the company at all levels, with bespoke training specifically for hiring managers. Furthermore, we are reviewing the ways in which we can enhance employee engagement and retain talent.

