



great people : great work

REPORT 2019





WENDY BATES  
Central Services Managing Director

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

Fairness, inclusion and respect is essential to our Business and the wider community and this is reflected in and demonstrated through our core values; Care, Integrity, Innovation and Excellence.

While we can demonstrate our commitment and continual endeavours towards 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 an effort to address this, we have been encouraging the community to join our family by promoting career pathways and taking opportunities during presentations to challenge the stereotypes and equally show women at work in operational roles.

Working in conjunction with local schools and organisations, we have provided a week's work experience programme to publicise our industry and the prospects it offers. Whilst programmes were mixed, promotion and successful uptake of a female only session gave rise to a 10% increase in female participation compared to last year, with 35% of our work experience students being female.

Consequently, in the last year we have attracted and recruited more women into this largely male environment, resulting in a 50% rise in the number of females within operations, taking the overall proportion of women in operational roles from 1.9% to 2.8%. Furthermore, through encouraging, developing and empowering our employees to develop and succeed, 3.9% of our female population have moved into management positions in the last year. This is a really promising start, and as we continue to work hard to build a pipeline for the future we hope to see further growth in these areas in the coming years.

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 Reporting' developed by the Advisory, Conciliation and Arbitration Service (ACAS).

## INTRODUCTION:

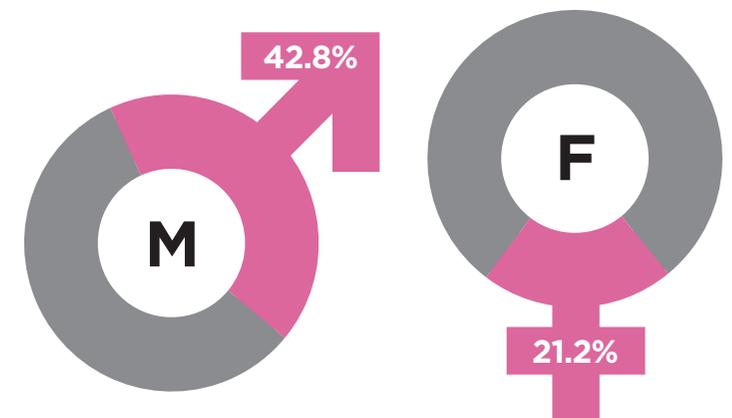
At FM Conway Ltd, we believe in creating a diverse and gender balanced workforce which reflects our customers and the communities we serve. By caring, developing, encouraging and empowering our great people, to deliver great work.

## GENDER PAY & BONUS PAY:

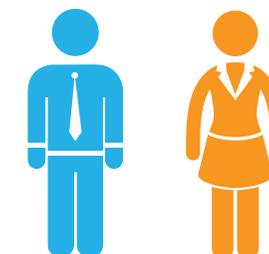
Difference Between Males and Females	Mean (average)	Median (middle)
Gender Pay Gap <sup>01*</sup>	11.6%	14.8%
Gender Bonus Pay Gap <sup>02*</sup>	0.6%	77.4%

01\* As of 5th April 2019 | 02\* in 12 months proceeding 5th April 2019

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

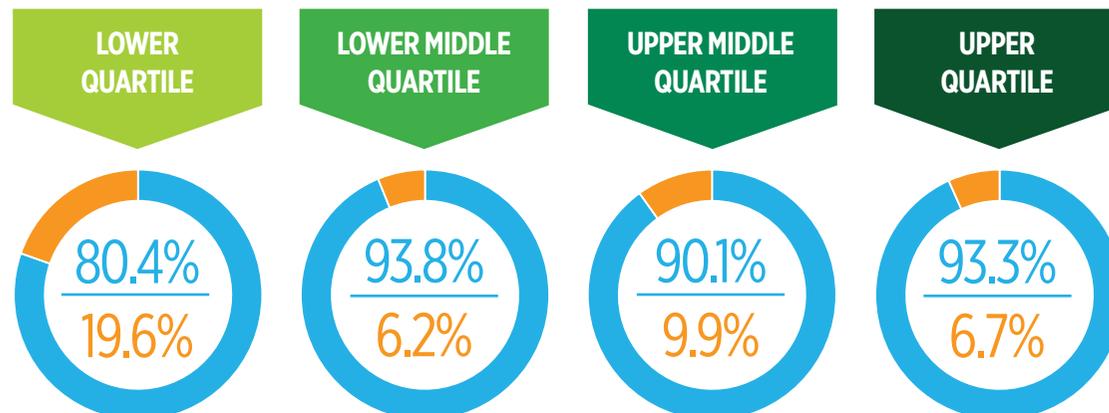


■ Bonus Received      ■ No Bonus Received



Proportion of males and females in each pay quartile - each quartile contains 372 employees

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



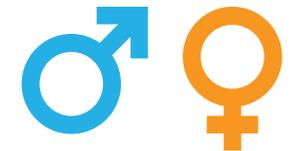
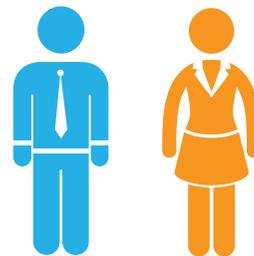
## UNDERSTANDING THE GAP:

We are confident that we have equal base pay for comparative roles and our gender pay gap purely exists due to an unequal gender distribution across the company and a difference in overall pay for men and women.

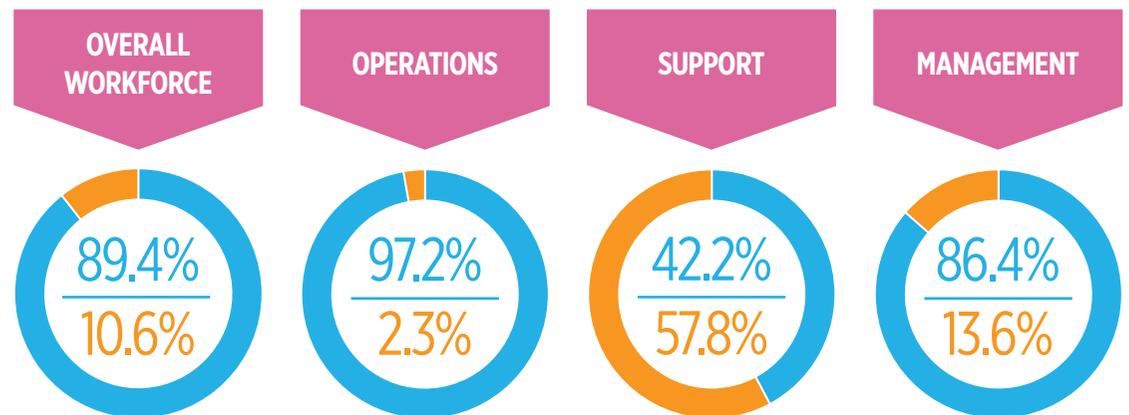
The pay gap is largely impacted by the gender and salaries of our operational community which forms 74.6% of our total workforce. Our operational workers are predominantly male and by the nature of their jobs, receive shift pay, leading to an inflated gender pay gap.

This can similarly be said about bonuses, for while bonus schemes are gender neutral, operational workers have more of an opportunity to earn a bonus due to the type of work they undertake. We have nevertheless been reviewing the current bonus scheme and exploring possible alternatives to ensure the scheme is more balanced.

Despite the disproportionate gender split which has impacted our gender pay and bonus gap, encouragingly we have seen a rise in both the proportion of women in operational roles and management, with the number of female Managers growing by 21.7% from last year. As a result, the representation of women within the management team has increased from 11.3% to 13.6% in just one year. Should these numbers continue to rise, this will in turn help reduce our gender pay gap.



## WORKFORCE DYNAMICS:



## HOW WE WILL MAKE A DIFFERENCE:

### 1. Building a pipeline for the future

We continue to actively work with local schools in the areas we operate in order to increase levels of awareness regarding career pathways we offer, and the prospects these bring.

In addition, we will be experimenting with the creation of a community work experience week whereby students can interact and spend time with a variety of businesses. We believe this will help broaden their minds and change any pre-conception of not only our company but the industry.

### 2. Marketing

We recognise that advertising our apprenticeships and work experience weeks are key to growing our female population. As a result, we plan to increase our social media activity and create further material as a promotional aid, as we endeavour to break down the gender stereotypical job roles within our industry.

### 3. Promoting fair and inclusive recruitment practices

We are becoming more involved within “Women in Construction” events, working alongside our clients, industry and the wider community to identify different approaches to advertising and understanding how best to promote our job opportunities that will effectively attract more female applicants.

### 4. Supporting learning, promotion and retention

With accredited management training and development opportunities equally offered to male and female employees, education on fairness, inclusion and respect will continue to be rolled out to its workforce across the Company with bespoke training for hiring managers.

