

All Great People



2022

GENDER PAY GAP REPORT





Joanne Conway
Chair

Adam Green
CEO

INTRODUCTION

At FM Conway, we believe in creating a diverse and gender-balanced workforce which reflects our customers and the communities we serve. We recognise that a diverse workforce is a more productive one, and understanding our people enables us to ensure that our support networks, services, and forums are adequate and accessible to everyone.

As a leading, family-run business, we are 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 through our **'All Great People'** strategy, we have detailed clear goals to support our commitment to fairness, inclusion, and respect.

In 2022, we published our interim progress report which covers the first two years of our EDI strategy (2020 to 2022) and describes some of the actions we have taken, successes we have had, and the challenges we have faced.

As a result, women now account for **14.4%** of the workforce (an increase of **2.3%** from 2020), primarily due to the rise in women within our Operational divisions and senior management, where we have been focusing our efforts. We feel that if we continue to focus our energy in these areas, we will continue to make a positive influence on our pay gap.

We 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).



OUR RESULTS

Our mean (average) gender pay gap is **17.2%** for 2022, which hasn't changed since 2020 (median pay gap is **20.1%** compared to **22.3%** in 2020) which means that on average (across all levels of the business and all roles) a woman's hourly rate is **17.2%** lower than a man's.

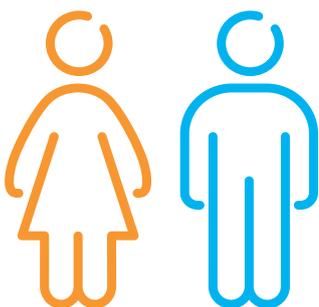
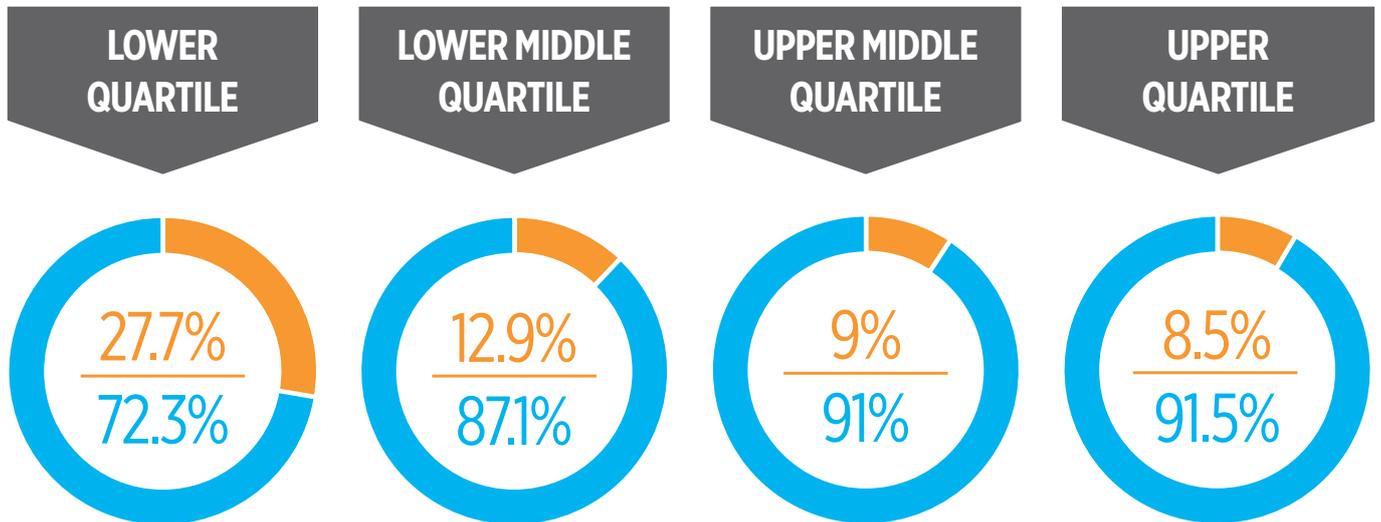
Our mean bonus pay gap is **-17.4%** for 2022, compared to **69.5%** in 2020 (median bonus pay gap is **16.7%** compared to **76.4%** in 2020) which means that on average (across all levels of the business and all roles) a woman's bonus is **17.4%** higher than a man's.

GENDER PAY & BONUS PAY:

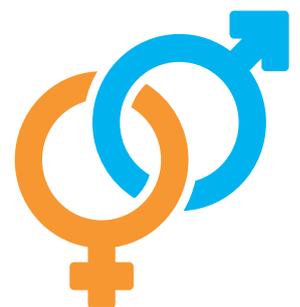
Difference Between Males and Females	Mean (average)	Median (middle)
Gender Pay Gap ^{01*}	17.2%	20.1%
Gender Bonus Pay Gap ^{02*}	-17.4%	16.7%

01* As of 5th April 2022 | 02* in 12 months proceeding 5th April 2022

PAY QUANTILES:^{01*}



Proportion of males and females in each pay quartile - each quartile contains 389 employees



PROPORTION OF EMPLOYEES RECEIVING BONUS:^{02*}



UNDERSTANDING 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, with our gender pay gap existing due to an uneven distribution of women and men across our business.

Our gender pay gap is strongly influenced by the gender and salaries of our operational community which make up over **68%** of our total workforce. The majority of our operational workers are male and by the nature of these jobs, receive shift pay which results in a widening gender pay gap. However, our proportion of females in operational roles has grown by **1.8%** since 2020 to **4.3%**.

We also have a greater proportion of women in our overall workforce (an increase of **2.3%** since 2020) and even though the average pay gap between men and women has not changed since 2020, women's pay has improved. This is reflected in the fact that the median pay rate for women is **5%** higher than it was in 2021. This increase, coupled with the median pay rate for men decreasing by **1.4%** from last year, has resulted in the median pay gap reducing.

18.8% (42 of 224 women in this year's calculations) made a positive move up into the next pay quartile. We have less women in the Lower Quartile, which has been impacted by 19 women moving from the Lower Quartile to the Lower Middle Quartile. While 2021 saw the middle-paid female sitting firmly within the Lower Quartile, this has positively changed so that this year, the middle-paid female now sits near the bottom of the Lower Middle Quartile. As a comparison, last year saw the middle-paid man near the bottom of the Upper Middle Quartile and that position has seen minimal movement this year.

While this is all encouraging, **69.2%** of our women reside within the lower two pay quartiles, and more than half of our women have remained in the same quartile as last year, so there is still more work to be done.

We have also seen an increase in the number of women in managerial roles since 2020, with **16.2%** of these positions now occupied by women (compared to **14.7%** in 2020).

Proportionally more women were promoted or moved roles internally than men in the 12 months preceding the analysis. **10.3%** of our women either had a promotion or sideways move into a new role compared to **9.3%** of the male workforce, with **4.5%** (of the **10.3%**) of women being promoted during the year. This has given rise to more women being eligible to receive a bonus or now being entitled to a higher percentage amount than before, and subsequently receiving a greater bonus in the reporting period; thereby decreasing our median bonus gap from **76.4%** in 2020 to **16.7%**.

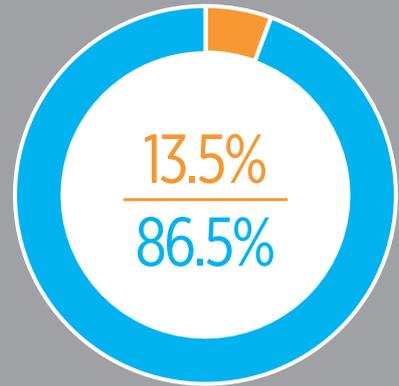
In comparison, where a few large bonus payments were made to female employees during the reporting period, with the sum of the bonuses paid out spread across a small population of women (59 women), these outliers have substantially elevated the average bonus payment from **69.5%** in 2020 to **-17.4%** this year, making the average bonus gap a negative figure.

There is also disparity in our mean vs median gaps, as a single new large data point will increase the mean/average but leave the median the same. Averages in essence, will be affected by any single value being too high or too low compared to the rest of the data. Whereas median looks at the midpoint and is not affected by outliers.

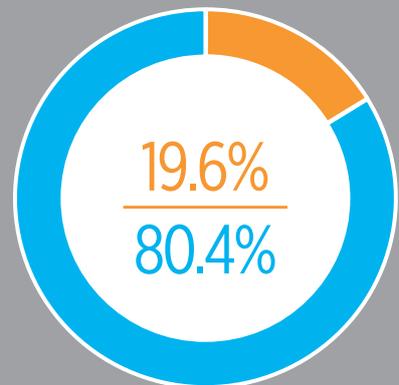


WORKFORCE DYNAMICS:

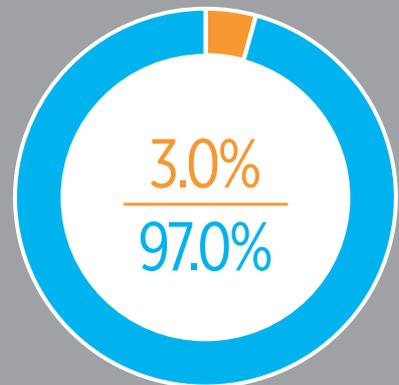
OVERALL
WORKFORCE



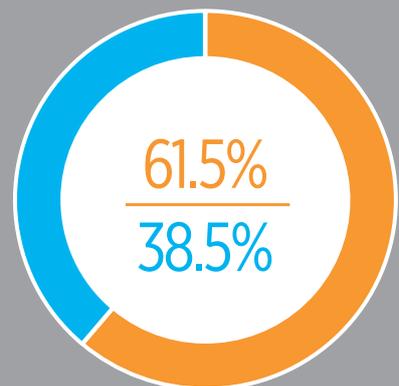
MANAGEMENT
INCLUDING SENIOR MANAGEMENT



OPERATIONAL



SUPPORT



EXPLAINING THE GAP

Whilst we can demonstrate our commitment to equal pay for work of equal value, 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.

Despite our aspirations and commitment to obtaining a diverse business with more women across all 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. Only by analysing our data and reviewing our working practices can we identify our challenges and implement programmes and plans to ensure we are a more diverse and inclusive place to work moving forward.

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 partners and competitors. We have joined a number of external groups and forums focusing on attracting women to our industry in an effort to further understand the challenges and barriers that women face.

Coming out of the COVID-19 pandemic and returning to business as usual was a difficult period. Many people in the country re-evaluated their lives and work-life balance, with attrition levels increasing as a result. Vacancy numbers are also at an all-time high for our business, as we found our Recruitment team stretched and some of our planned recruitment initiatives and talent development strategies were put on hold.

However, our shift to flexible working in many of our divisions will allow more individuals with caring responsibilities to join our business. We have also embraced many of the challenges during the lockdowns and learnt a great deal about inclusion from the new work patterns and styles.





CLOSING THE GAP

Some of the key initiatives that we introduced during the 2021/22 period included:

Female Forums

Our female forum continued to meet quarterly throughout the year, sharing ideas, challenges, and concerns with each other and offering an internal support network, particularly to those women in the business who do not interact with other women day to day.

Great Leaders Programme

In July 2021, we launched our Great Leaders talent development programme which focused on three levels of leadership, Step into Leadership, Middle Managers, and Directors & Aspiring Directors. This programme aims to support and develop our rising stars through a career development programme which includes mentoring and support activities. Following the completion of Cohort One, 35% of our successful candidates were female, with 24% of participants subsequently promoted (41% of those female) and 10% experiencing a positive job change (29% of those female).

Female PPE

With so few females in our operational workforce, traditionally, any female PPE has had to be ordered specially and was subject to a wait time. We have now included a full stock of women's PPE in our stores, which allows same day pick up and ensures protective clothing fits our women better, allowing them improved freedom of movement while working.

Flexible Working

Following the COVID-19 pandemic, we continued to support our new flexible working arrangements. This primarily supported the females in our business, who make up almost 70% of our part-time employees. This allows us to advertise many of our vacancies as part-time, flexible and job share roles, making them more appealing to a wider audience and allowing us to widen our geographical reach into areas with a low social mobility.

Apprenticeships

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. Female employees currently make up 43% of the Apprentice population.

As a woman, I embrace all the challenges that come with being a Civil Engineer. While working at FM Conway I have had the amazing opportunity to work on site, including at Blackfriars bridge.

Climbing through scaffolding under a bridge can be tough but is a unique experience that I am very thankful to have been a part of.

SARAH JOSEPH

Structures
Graduate Engineer





CASE STUDIES

LAUREN PARSONS

Business Analyst - Business Transformation

Lauren left school in June 2017 and joined FM Conway in August as a Business Support Administrator. The construction industry was never advertised as a career option within the school she attended, despite FM Conway being one of the biggest employers in the Sevenoaks constituency, and the school being less than two miles away from our Sevenoaks head office, where she now works. She was very excited to begin her career in an industry that was so unknown to her and had no idea what to expect.

As it became obvious that Lauren was a skilled and efficient Administrator, she grew in confidence within the team and began to take on a variety of tasks, including timesheet entry and report validation. Her curiosity in understanding process methodology and her enthusiasm for asking questions and understanding why the team were doing things in a certain way was quickly noticed by her management team. In early 2019, she attended the Lean Six Sigma green and yellow belt courses and passed both, gaining the qualification at the early age of 20.

By gaining an insight into process improvements she could support the team by reviewing and suggesting changes for a number of their procedures.

In October 2019, an opportunity arose in the Business Transformation team and she moved internally to a Junior Business Analyst role and began working on projects. She mobilised quickly and began working on her first project, starting the journey to complete the modules required to achieve the international diploma in Business Analysis.

By October 2021, she had completed all modules and gained the international diploma at the age of 23, which she is extremely proud of. Following her qualification, she was promoted to a Business Analyst and become the first BA business partner for the Civil Engineering and Structures divisions.

Lauren continues to work with the divisions to support and promote technology and process improvements, and is currently on the Great Leader's programme. Lauren is also an active and vocal member of the female forum and is a keen advocate for women to join this industry and the variety of opportunity that it brings.



2022

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