



2023 - 2024

# GENDER PAY GAP REPORT

Tackling the gender pay gap within our industry is vital to driving long-term progress and creating a more inclusive sector.

Our industry has made strides toward greater diversity - but pay inequality remains a key barrier to attracting and retaining skilled talent. Closing the gender pay gap promotes fairness and equal opportunity, and also strengthens the industry by unlocking the full potential of a diverse workforce.

As a responsible employer, we are committed to leading by example and working in partnership with the wider sector, government, and communities to deliver meaningful change.



**CONTENTS**

---

4	Introduction
5	Our Results
7	Explaining the Gap
9	Closing the Gap
11	Women's Events
12	Development Programmes
14	Self-Defence Training Class
17	Female Forum
18	Appointment of a Diversity & Inclusion (D&I) Manager

INTRODUCTION



  
Andrew Hansen  
CEO

At FM Conway, we are committed to creating a diverse and inclusive culture that allows everyone to both do and be their best, irrespective of their gender.

We understand that equity, diversity, and inclusion (EDI) underpin successful, thriving workplaces and that a truly inclusive workforce will ensure that our business continues to bring new ideas and deliver innovative solutions for our customers, partners, and communities.

Since the launch of our first EDI strategy, 'All Great People', in 2020, we have made significant progress in creating a workplace that allows our people to flourish and realise their potential. We have seen a 61% increase in the number of women in our business, and our refreshed EDI Strategy sets out our roadmap for the next six years to ensure that we continue building on the great work already delivered.

We believe gender equality, especially in the construction industry, is the most critical area for improvement over the next decade, which is why we've set an ambitious goal to achieve 30% female representation by 2030. Only by setting bold targets and pushing ourselves can we make meaningful progress in this area. Our strategy will focus on identifying barriers to female progression and addressing gender imbalances at all levels across our business, with specific focus on senior levels through a number of different programmes and initiatives.

Women now account for 15.8% of the workforce, an increase of 5% from our 2019 baseline. Our female numbers have grown steadily over the last few years; however, our male headcount has also seen a year-on-year increase. In 2024, 45.8% of people promoted were women, and 18.6% of our managerial positions are now occupied by women (compared to 14.7% in 2020).

Women are advancing into higher pay quartiles at a higher rate than men, with 22.2% of women in operational roles seeing upward mobility. This can be seen in our Gender Pay Gap results, which have improved significantly since last year. The number of women in operational roles has more than doubled since 2020. These results demonstrate our commitment to recruiting, retaining, and developing women in our sector.

For me personally, it's so important to empower our women and to stand beside them always, not just when it's easy to do so.

I, Andrew Hansen, 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 gender pay gap in 2024 is 11.6%. This is a reduction of 4.4% from 2023 (median pay gap is 16.6% compared to 21.6% in 2023, marking the largest year-on-year improvement).

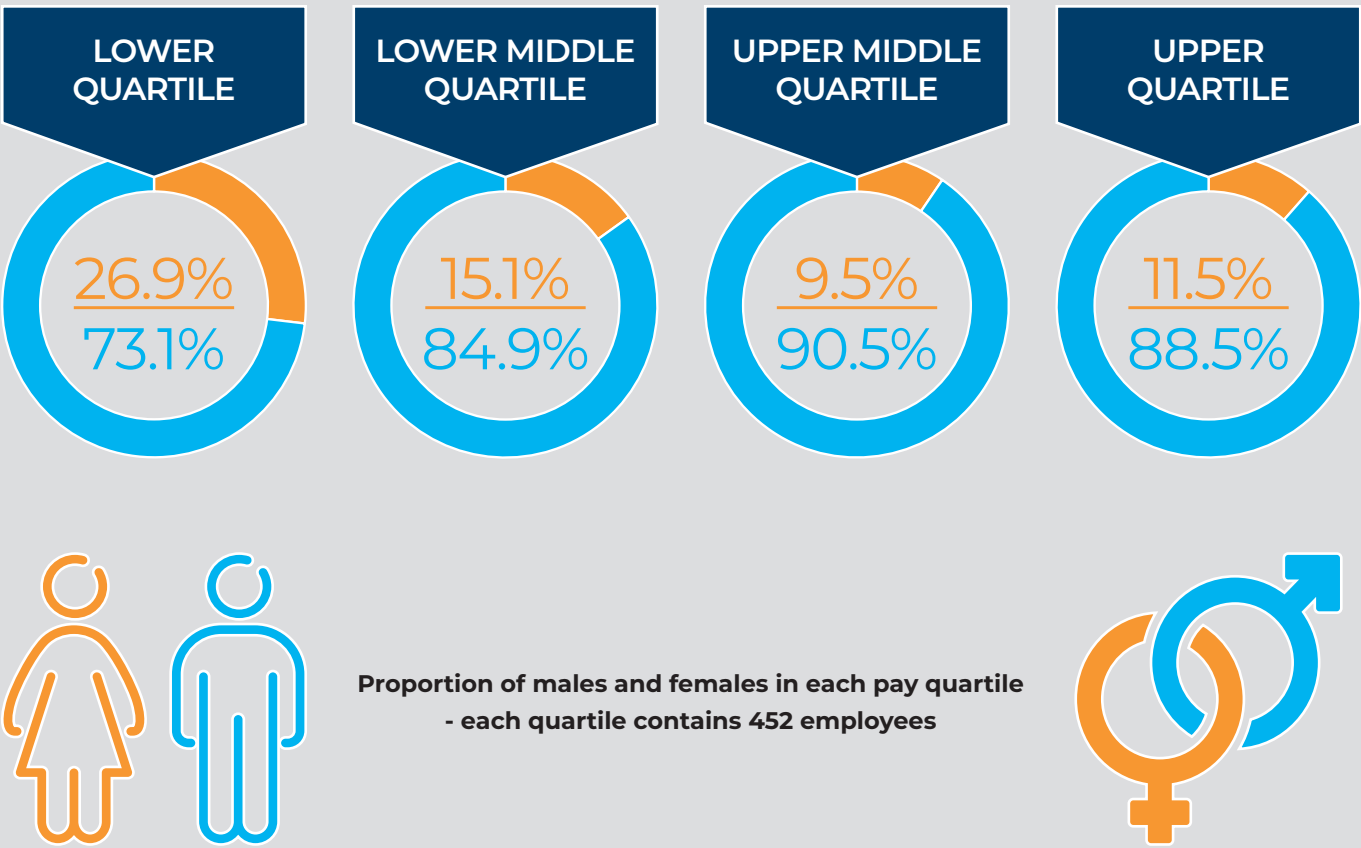
This means that on average (across all levels of the business and all roles) a woman's hourly rate is 11.6% lower than a man's. This is the largest reduction in our gender pay gap since we started our reporting in 2020 and is the first year that mean and median hourly rates for women increased while those for men decreased, marking significant progress in pay equity.

Our mean bonus pay gap is -34.7% for 2024 compared to -38.2% in 2023 (median bonus pay gap is 7% compared to -22.2% in 2023), which means that on average (across all levels of the business and all roles) a woman's bonus is 34.75% higher than a man's.

Gender Pay & Bonus Pay:

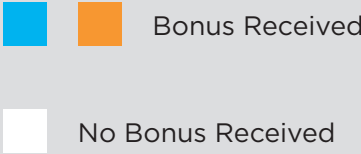
Difference Between Males and Females	Mean (average)	Median (middle)
Gender Pay Gap <sup>01*</sup>	11.6%	16.6%
Gender Bonus Pay Gap <sup>02*</sup>	-34.7%	7.0%

01\* As of 5th April 2024 | 02\* in 12 months proceeding 5th April 2024





Proportion of employees receiving bonus:<sup>02\*</sup>



44.5%

40.1%



## EXPLAINING THE GAP

The terms ‘gender pay gap’ and ‘equal pay’ mean different things, and we are confident, through our regular pay auditing processes, that men and women working 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 11.6%, 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 68.4% of our total workforce. Despite an increased focus on the recruitment of women into these roles, the number of men in our operational workforce has increased slightly to 94.9% (up 0.3% from 2023). These roles include shift pay and pay based on measure, which means an opportunity to earn more that results in a widening gender pay gap. Despite our best efforts, 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 over the years we have increased the number of women in operational roles, they still only make up 5.1% of the operational workforce.

However, we do have a greater proportion of women in our overall workforce, and this amount has increased in every quartile except the lower, which has seen a slight drop of 2.9%. As a result of our efforts to upskill and develop the women in our business, a massive 20.1% of women progressed into higher quartiles in 2024, compared to 15.5% in 2023. This increase is largely attributed to greater upward mobility for women, particularly in operational roles where 22.2% of women experienced positive movement through pay quartiles, compared to 16.4% of men.

Finally, the numbers of women in the top quartile increased to 11.5%, up from 10.5% in 2023, the highest proportion we have ever recorded.

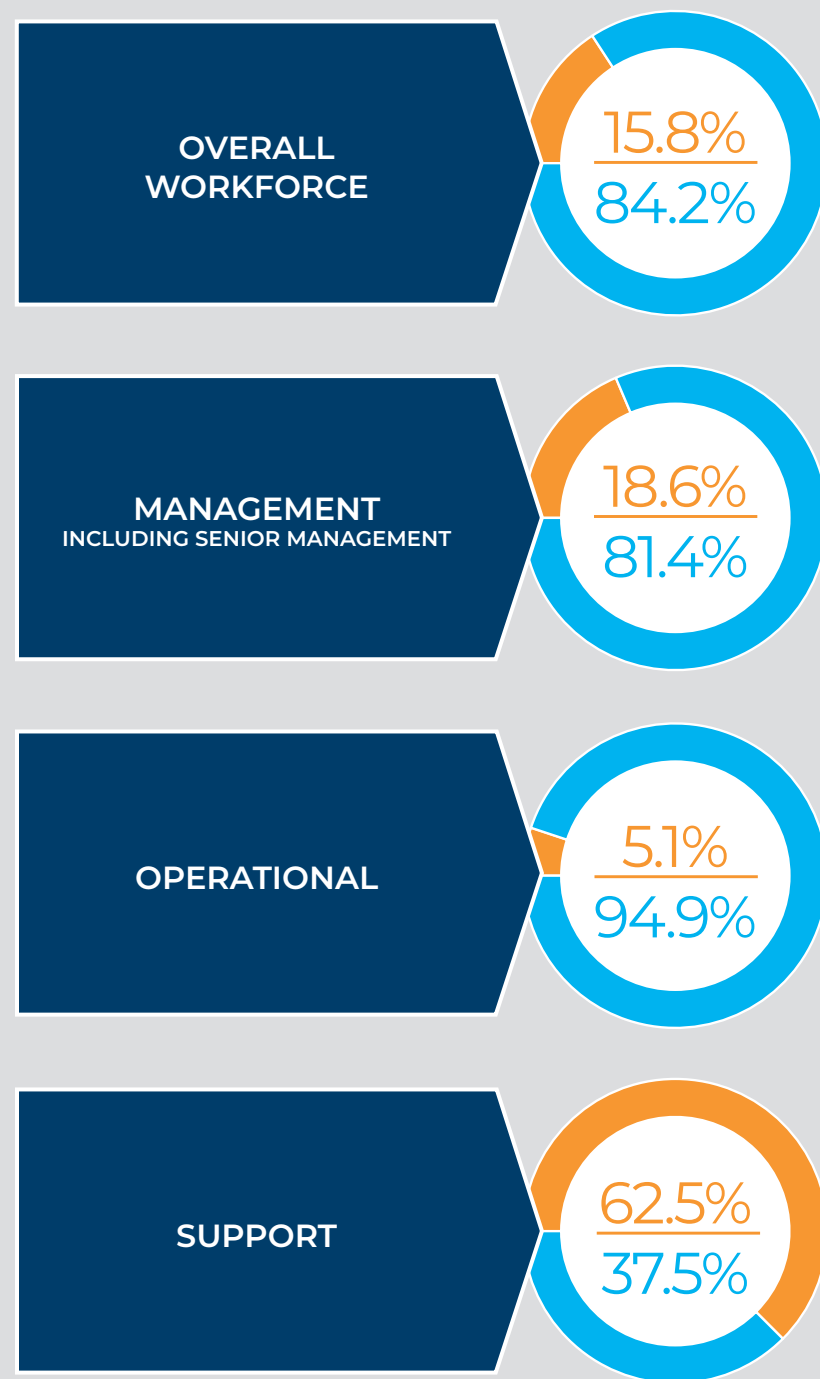
Regarding our bonus gap, 2024 saw the highest number of women receiving bonuses since Gender Pay Gap reporting started, rising from 7.1% in 2020 to 40.1% in 2024, reflecting greater inclusion in bonus-eligible roles. In 2024 alone, 8.4% total job moves were women, compared to 2.1% of men. This indicates women are being promoted at a higher rate relative to men into bonus eligible roles.

On average, a woman’s bonus is 34.7% higher than a man’s. The bonus paid to the middle women in the data set has shown the most significant year-on-year change, moving from -22.2% in 2023 to 7% in 2024. In 2024, the proportion of men and women who received a bonus became more balanced, which contributed to a narrowing of the median bonus gap, as the distribution of bonuses between men and women became more equitable.

In 2024, 45.8% of our promoted employees have been women (a significant rise from 32% in 2023). 7.7% of all women included in the Gender Pay Gap calculation received a promotion, compared to 1.7% of men (an increase of 1.5% since 2023). Of the women who were promoted, 45.5% moved into a higher pay quartile, compared to 30.8% of men.

Despite progress, women remain underrepresented in higher-paying and leadership roles. However, it is clear that we are making efforts to address this. Amongst bonus-eligible individuals, women are promoted at higher rates in management, operational, and support roles. These promotions are likely leading women to transition into roles with better pay and bonus structures. Our latest figures demonstrate that increased quartile mobility for women, particularly in operational roles, has driven improvements in pay equity, reducing the mean gender pay gap to 11.6% and narrowing the median gender pay gap to 16.6% by boosting female representation in higher-paying quartiles.





## CLOSING THE GAP

Whilst we are dedicated to fostering a more diverse business with increased representation of women across all levels, we believe in the importance of transparency, even when it highlights areas for improvement. Despite improving our gender pay gap significantly in the last 12 months, we will continue to thoroughly analyse our data and reassess our practices so that we can identify the challenges we face and put in place the necessary programmes and plans to build a more inclusive and diverse workplace moving forward.

We also 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 continue to build on our external partnerships and work with other industry groups who are focused on achieving the same outcomes as us.

We have implemented a number of fantastic initiatives and development programmes to ensure our female workforce is supported and encouraged to achieve their full potential. Our primary focus over the last year has been to give the women in our business a voice where they can truly be heard in a safe and supportive environment.

The unexpected outcome of this is that it has, inadvertently, given voice to other unrepresented groups, such as those who are disabled, neurodiverse, from ethnic minorities, and LGBTQIA+.

In fact, the majority of our employee network groups are now run by women, which emphasises the passion they have for making our business a great place to work.







## WOMEN'S EVENTS

Following the success of our first women's event in March 2023, held in celebration of International Women's Day, we have continued to host events bi-annually (every March and September). We invite every woman from across the business to our head office in Sevenoaks.

We gathered feedback from the March event and asked women what they enjoyed and what they'd like included in future sessions. This enables us to ensure that we are as inclusive as possible in delivering relevant and interesting events. One of the primary pieces of feedback was that not all women have career ambitions in terms of progression, preferring to simply be their very best in their current positions whilst balancing responsibilities outside of work. We kept this in mind when designing future events.

In September 2023, we ran an event which featured a number of workshops focusing on topics that our women felt were key:

- **Women's Health:** Why self-care should be your number one priority. An open discussion on anything and everything affecting women's health
- **Women's Safety:** The female perspective. A discussion about some of the challenges faced by women at night and women on site
- **Building Confidence and Conquering Imposter Syndrome:** Tips and ideas for coming out of your comfort zone and facing your fears
- **Talented Ladies:** Balancing work and family life. An opportunity to discuss challenges and offer tips and advice for managing our hectic schedules

In the afternoon, guest speaker Laura Trott MBE, Conservative MP for Sevenoaks, gave an inspiring speech about the challenges that women face balancing careers and home life.

In March 2024, following a lively networking session over lunch, we invited three influential women as guest speakers who all worked in male-dominated sectors. They each gave honest and open accounts about their career journeys, how they managed their work-life balance, and the challenges they had faced in their respective industries. Our speakers included:

- Kelly Tolhurst - Conservative MP for Rochester and Strood
- Frances Martin - Executive Director, Environment, Climate and Public Protection Services at Westminster City Council
- Rebecca Hatch - Head of Business - Lighting and Energy Solutions at WSP

The event closed with a brilliant panel Q&A session, hosted by Joanne Conway, where the audience could ask anything, either face-to-face or via an anonymous app. The conversation that ensued was open and honest, and our women received some terrific advice from the panel members.

Close to 100 women attended both events, and it gave our attendees a great opportunity to meet other women in the business that they may not normally talk to, as well as build relationships and a support network.





## DEVELOPMENT PROGRAMMES

Building on the structural changes made last year, our Learning and Development team has enhanced the offering available to the business. Our Management Fundamentals programme has commenced, providing a modular scheme of learning to new and aspiring managers to effectively manage their teams. These programmes also serve as a useful refresher and are additionally available to more experienced managers. We are delighted that 40% of 2024's graduating employees were female.

This initiative underpins our Great Leaders programme which has been revitalised this year with improved content and a revamped focus on inclusion, as well as the opportunity for our current cohorts (and workshops for previous programme graduates) to receive external accreditation from the Chartered Management Institute at the appropriate level. The training focuses on three levels of leadership, which have been renamed since last year to better describe the targeted groups: Preparing for Leadership, Effective Leadership, and Expert Leaders.

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 were 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.

27% of 2024's graduating employees were female, with the 'Preparing for Leadership' level having a 50:50 split.

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 who may not have pursued full-time university education 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 underrepresented groups, promoting inclusivity and bringing a variety of perspectives to our teams.

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 developing important work-related skills such as leadership, communication, and analytical thinking.

The number of apprentices employed by the business has remained stable. 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. Of these apprentices, 37% are female, and 33% of those studying an apprenticeship as part of their upskilling are also female.

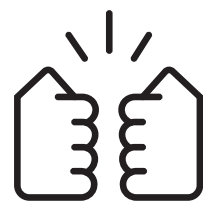
Our next priorities include planning development activities for our Great Leaders alumni and developing a graduate programme which will be targeted at supporting those who gain their degree with our business and those who are new entrants after completing their qualification at university.





## SELF-DEFENCE TRAINING CLASS

We have listened to feedback from our female employees, and one of their concerns was women's safety. In December 2023, we partnered with Streetwise Defence to deliver a bespoke course for our women, which included situational awareness and risk assessment. Between December 2023 and March 2024, we hosted three courses, inviting all women within the business and welcoming over 60 attendees. The course was so popular that we ran an additional session for the men in our business who were keen to learn more.



We realised that learning self-defence isn't just about physical techniques; it is also about mental and emotional strength, and building confidence. Knowing that you have the ability to protect yourself can boost self-esteem and empower you to assert boundaries in various aspects of life.

The class not only focused on reactive measures but also placed a strong emphasis on prevention. This included assessing and minimising risks, making informed decisions about personal safety, and adopting proactive behaviours which could reduce the likelihood of encountering dangerous situations. By becoming more attuned to our surroundings and recognising potential threats before they escalate, we can prevent dangerous situations from occurring.

### The course covered topics such as:

- Conflict resolution and verbal de-escalation
- Threat awareness
- Adrenaline and how your body reacts
- Evaluation and risk avoidance strategies
- Mindset and body language
- Types of attackers and types of attacks
- Self-defence and the law
- Effective physical self-defence techniques - simple and effective self-defence moves suitable for everyone, responses to holds, grabs, and different scenarios

In today's world, where personal safety can often feel uncertain, empowering oneself with the knowledge of self-defence is more crucial than ever, especially for women. The unfortunate reality is that women face a disproportionate risk of physical violence and harassment. In such a landscape, the ability to defend oneself becomes not just a skill but a necessity.

Knowing self-defence techniques empowers women and provides them with the means to protect themselves in potentially dangerous situations. Whether it is a late-night walk home, a solo travel adventure, or even just navigating everyday spaces, having the confidence to defend oneself can make all the difference.

*"To me, the class was empowerment through knowledge, something anyone could benefit from. A fantastic personal safety class that shared valuable knowledge about potential risks and threats. It included understanding situational awareness, recognising potential dangers, and learning about personal safety measures. It really was a fantastic class that could be well received by a broad audience. Highly recommend!"*  
**Sharon Bowdery** - IT Service Desk Manager

## STATISTICS

According to Home Office:

In the UK, 1 in 4 women will experience domestic abuse and 1 in 5 sexual assault during her lifetime

The Crime Survey of England and Wales estimates 20% of women have experienced some type of sexual assault since the age of 16, equivalent to an estimated 3.4 million female victims

5 in 6 victims (83%) did not report their experiences to the police

An estimated 3.1% of women aged 16-59 experienced sexual assault in the last year

Approximately 2 million adults experienced domestic abuse last year





## FEMALE FORUM

Our 'Female Forum' is an employee networking group hosted by Lauren Parsons, a Business Analyst in our Business Transformation team. It is run quarterly and is open to all employees who wish to participate.



The Female Forum seeks to empower and celebrate women, providing a platform for shared experiences, building stronger connections across the business, realising invaluable opportunities, and advocating for change. It is important to note that this is a safe space for all employees to air views and opinions without judgement. By providing this safe and inclusive environment for open dialogues, the forum enables women to discuss the challenges they encounter in the workplace and develop strategies to overcome them.

We believe it is important to embrace the unique perspectives that women bring to the workplace, highlighting the different approach that women have to decision-making. The Female Forum helps to create a supportive community where our female employees can connect, exchange knowledge, and address issues specific to women in the workplace, such as leadership opportunities, work-life balance, and unconscious bias. The forum provides inspiration, connections, and support to thrive in innovative workspaces.

The forum can be lively, with topics that have been discussed and actioned being wide and varied, including priority parking for pregnant women, provision of female PPE, and breathable menopause vests. This has led to deeper conversations about the menopause and how it is perceived in the workplace generally.

Many forum participants share experiences of working in a predominantly male environment (especially those women who are site-based) and how to navigate challenges successfully in these settings. Allyship is recognised and noted as an important driver for growth and education throughout the business. The forum can also help to facilitate connections between women at different levels within the business, fostering a stronger network for collaboration and opportunities for all. By discussing challenges and proposing solutions, the forum is often able to influence company policies and practices to promote and positively impact gender equality.

The female forum is multifaceted, but at its core, it is a safe space for women to support and celebrate one another.





## APPOINTMENT OF A DIVERSITY & INCLUSION (D&I) MANAGER

To further support our ambitions for greater, equity, diversity, and inclusion, we have appointed Ellie Stevenson as D&I Manager.



Ellie Stevenson joined FM Conway in 2016 when she started as an administrator in the Surfacing division. From the start, she immersed herself in the company's daily operations, gaining a thorough understanding of how the business functions. She quickly adapted to her role and began to build a solid foundation for her career at FM Conway.

After a year of employment, Ellie's Manager recognised her natural leadership abilities and nominated her to establish a new team called Business Support, which aimed to centralise the administration functions. Ellie embraced this opportunity with enthusiasm, creating a business-critical team, earning the trust of Supervisors, Managers, and Contract Managers, who continue to depend on the team to this day.

Following the completion of a diploma in Leadership and Management at the Southwark Skills Centre, where Ellie enhanced her skills in various areas, including conflict resolution, leadership techniques, and negotiating tactics, she took some time off from her job to welcome her first child.

She enjoyed a wonderful year at home with her son but was eager to return to work and continue developing her career. Shortly after returning, she had the opportunity to participate in our Great Leaders programme where she graduated in 2024.

At the same time, she applied for the position of Diversity and Inclusion (D&I) Manager. Despite recently returning to work and navigating the challenges of new motherhood, she believed her transferable skills and passion for diversity made her a strong candidate. Ellie applied for the role and was successful.

Despite only being six weeks into her new role, Ellie has already made an impact. She has organised our new self-defence courses and hosted and presented at our March 2024 bi-annual women's event. Additionally, she has sourced maternity PPE for our pregnant women on site and revamped our employee networking forums.

With our current EDI strategy coming to an end this year, she is now working on setting a clear vision for the next six years with a key focus on making a positive impact in our workplace.







## 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

### FM Conway

Conway House, Vestry Road, Sevenoaks, Kent TN14 5EL

01732 600 700 | [enquiries@fmconway.co.uk](mailto:enquiries@fmconway.co.uk)