



# Gender Pay Gap Report 2017



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HR Director

We are committed to creating a diverse and inclusive place to work where our people can be themselves and achieve their full potential. We believe this is fundamental to creating a more innovative and sustainable company for the future. One that better reflects and serves our customers, and our work in and around London.

We take this commitment very seriously and already have initiatives underway and more planned to make it happen, but we do acknowledge that we are in the early stages of our journey.

Over the years we have recognised the scarcity of female candidates for construction positions and have actively explored routes to attract diverse candidates to our business.

We have celebrated a number of successes, from hiring apprentices in the trades traditionally performed by men, to growing our female project leaders. We are extremely proud to have two of our major projects now run by female project managers.

We recognise that construction still has a long way to go to achieve the desired female representation and to close the gap, and we are dedicated to reviewing and refining our practices to play our part in this change. There are numerous areas which need to be addressed to challenge the status quo – from education, gender as well as industry stereotyping, unconscious choices made by decision makers, or the accessibility of flexible arrangements available to all staff regardless of gender or place in the organisational chart.

We welcome the UK Government's requirement for large companies to be more transparent on gender pay, and as required by the UK legislation we willingly share our report for the snapshot date of 5 April 2017.



## Pay difference between men and women

### Gender Pay Gap

The table shows our “gender pay gap”. This is a snapshot of the difference between the average hourly pay levels of all women compared to all men, irrespective of their role or level in the organisation, expressed as a percentage of men and women’s average pay.

Our figures show that the average pay of all our women is 31% lower than that for all our men. For comparison the UK’s national gender pay gap is 18.1%. The hourly pay figure used to calculate the difference includes all items specified in the regulations.

The “gender pay gap” is an average figure and is distinct from “Equal pay”, which looks at the individual level and is about ensuring that men and women are paid the same for carrying out the same work, or work of equal value.

The evaluation of our gender pay data indicates that the difference in average pay is due to proportionately more men being in senior, higher paid roles.

We have a variety of mechanisms to promote consistency in reward between men and women on the same job grade or doing the same work. This includes a clear *Pay & Reward Policy* supported by a *Pay & Grading Structure* which aligns with company benefits as well as pay.

### Bonus Pay Gap

Our bonus figures show that although the proportion of women receiving a bonus was higher, the difference in the level of bonuses shows that higher value payments were awarded to senior managers where women, particularly in the upper quartile (see Pay quartiles by gender), are most underrepresented in our business.

	Mean	Median
Gender Pay Gap <i>As at 5 April 2017</i>	31%	35%
Bonus Pay Gap <i>In the 12 months preceding 5 April 2017</i>	77%	73%

	Male	Female
Proportion of men and women receiving a bonus	9%	13%



## Pay quartiles by gender

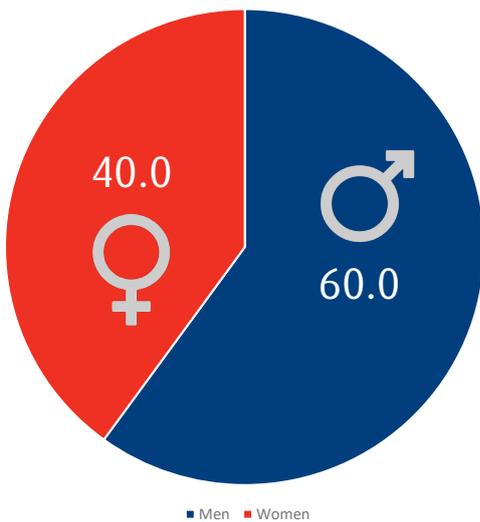
The charts on this page depicting pay quartiles by gender show Ardmore's workforce divided into four equal-sized groups based on hourly pay rates.

The overall ratio of staff employed at Ardmore is 70% men and 30% women.

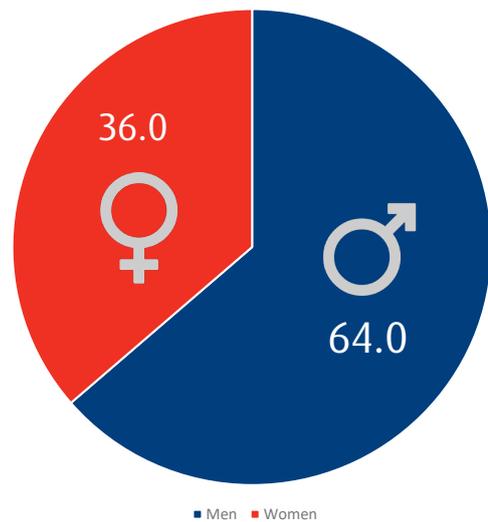
The charts show that whilst the representation of women in the lower and lower middle quartiles is at a fairly similar level, the number of women in the upper higher earning quartiles falls significantly, which directly contributes to our gender pay gap.

Proportion of men and women in each quartile of payroll	Males	Females
The lower quartile	60.0	40.0
The lower middle quartile	64.0	36.0
The upper middle quartile	74.0	26.0
The upper quartile	88.8	12.0

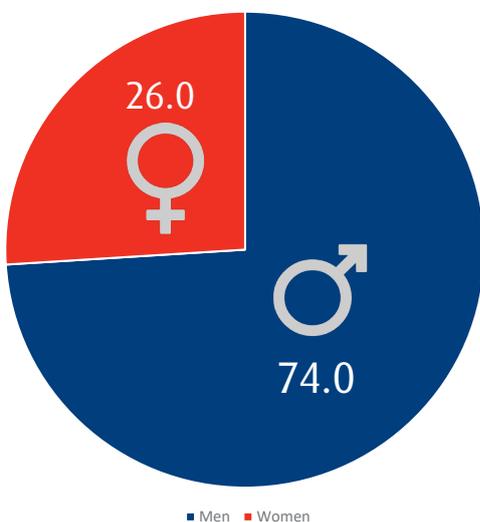
Lower Quartile



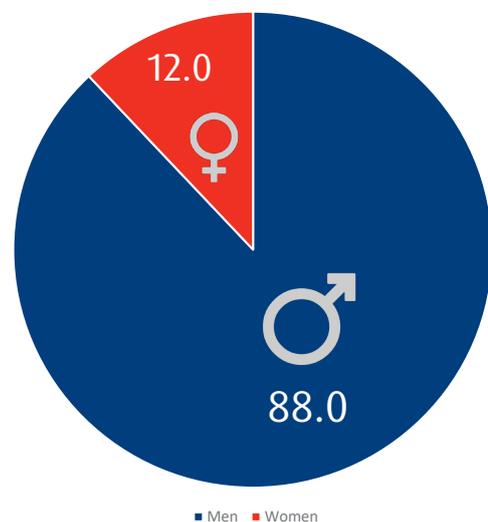
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile





## The construction landscape

The construction and building trades industry, according to the Government and the Office for National Statistics, has the highest gender pay gap in favour of men than any other industry. The industry as a whole has struggled to recruit women and/or raise awareness of the very rewarding careers that the industry offers. This is reflected in the industry's unacceptably large gender pay gap.

Construction is an industry undergoing rapid transformation, however, despite the rising numbers of female leaders and women choosing to enter the industry, women are still significantly underrepresented at all levels. It is also the case with Ardmore and we can see that the majority of our senior, and consequently high earning roles, are occupied by men which directly contributes to our gender pay gap.

We welcome the latest legislation and are committed to challenge ourselves further to drive the changes in the current construction landscape. We also hope that that the whole industry will be even more motivated and energised to overcome the barriers still in our way.



## How is Ardmore planning to address its gender pay gap?

At April 2017, our total female workforce stood at 30%. We would like this to be much higher and along with many other construction companies, we're working to increase the number of women at all levels in our company.

Encouraging young women to see construction as a future career is a key focus for us. It's a challenge we've embraced and we're already working closely with schools, colleges and universities. In the year to 5 April 2017, the proportion of women recruited as trade apprentices increased, and the proportion of females on our graduate programme also increased. We also continue to work with organisations such as Women into Construction.

Our corporate objective is an increased focus on embedding diversity and inclusion into our culture. Our goal is to create a higher performing, more innovative company and we are planning to set up a focus group to help us deliver a refreshed diversity and inclusion strategy and vision.

Our aims are underpinned by plans to extend our evidence-gathering to include more qualitative data, which will stand us in good stead to achieve our goals.