

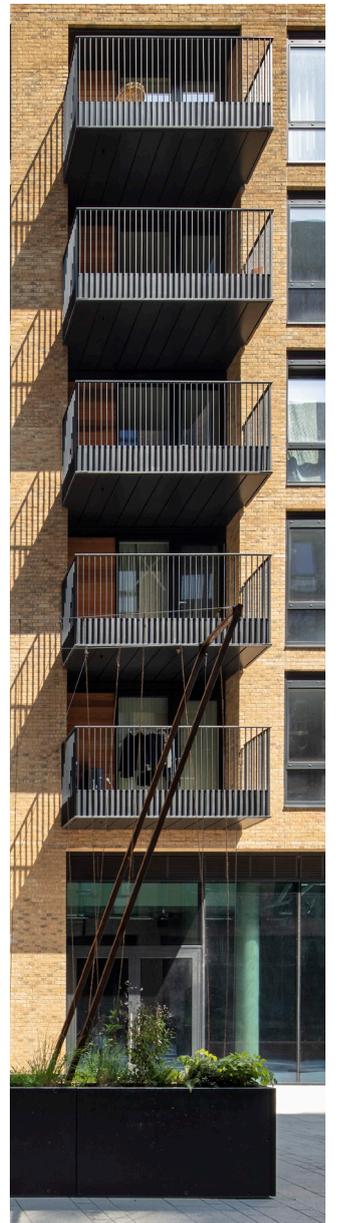


# Ardmore

---

## Gender Pay Report

# 2018





Carolyn Banner

HR Director

We recognise the value of a diverse and inclusive workforce, and place great importance on the value of teamwork. Diverse teams are more productive and perform better. One of our core Values is 'One Team' and this is evident throughout the business.

In our recent Engagement Survey our people told us that one of the things they most like about working for Ardmore is the strong sense of team.

Encouraging women to work in construction is one of our sector's greatest challenges and we continue to work to address this through engagement in early school years, through trade apprenticeships, graduate programmes, and mid-career transfers.

We are committed to doing everything we can to create a level playing field, where all our people feel supported and able to develop a career and reach their full potential at Ardmore – regardless of their gender. To date, we have undertaken a range of actions to support this goal, including:

- Revised our recruitment practices to ensure gender neutrality;
- Carried out a full scale equal pay review to ensure that no gender pay disparity exists, and where we found anomalies we addressed them;
- Put checks in place for our annual salary review process to ensure that pay parity is maintained;
- Established our Fairness Inclusion and Respect group, which aims to ensure a safe and welcoming environment where new diverse talent is able to thrive;
- Become more open to requests for flexible working;
- Undertaken succession planning for roles at all levels across the business, thereby capturing those at the lower levels (and more likely to be female);
- We are partnered with Women Into Construction; and
- We have committed to reducing our gender pay gap significantly by 2022.

We are committed to a diverse workforce at all levels and we are making some progress. However, many of the issues that cause the gender pay gap are entrenched social problems and a reluctance for women to choose a career in construction based on traditional perceptions.

There could, indeed, even be a move backwards in terms of gender pay gap, as more women are brought in at lower levels and developed to become future leaders. As an industry and as a company there is clearly far more work to be done.



## Pay Difference Between Men And Women

### Gender Pay Gap

The below table shows our “gender pay gap”.

This is a snapshot of the difference between the average hourly pay levels of all women compared to men, irrespective of their role or level in the business, expressed as a percentage of men and women’s average pay.

Our figures show that the average pay of all our women is 30% lower than that for all men. For comparison the UK’s national gender pay gap is currently 18.4%.

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.

Gender Pay Gap	Mean	Median
5 April 2018	30%	33.6%
5 April 2017	31%	35%

Bonus Pay Gap	Mean	Median
5 April 2018	87%	83%
5 April 2017	77%	73%

### Bonus Pay Gap

Our bonus figures show that, once again 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, are most underrepresented in our business.

	Male	Female
Proportion of men and women receiving a bonus	12%	20%



## Pay Quartiles By Gender

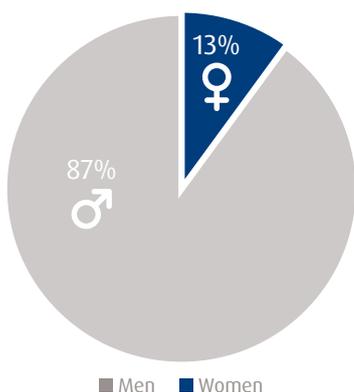
The charts on this page depict pay quartiles by gender. They show Ardmore's workforce divided into four equal-sized groups based on hourly pay rates.

The overall ratio of staff employed at Ardmore is 69% men and 31% women.

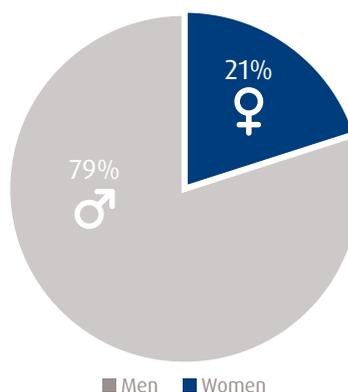
The charts show that whilst the representation of women in the lower and lower middle quartiles is at a fairly similar level, the number of women in the upper higher earning quartiles falls significantly, which directly contributes to our gender pay gap.

Proportion of men and women in each quartile of payroll	Males	Females
The Top Quartile	87.0	13.0
The Upper Middle Quartile	79.0	21.0
The Lower Middle Quartile	69.0	31.0
The Lower Quartile	56.0	44.0

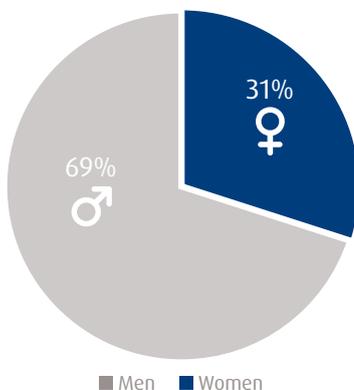
The Top Quartile



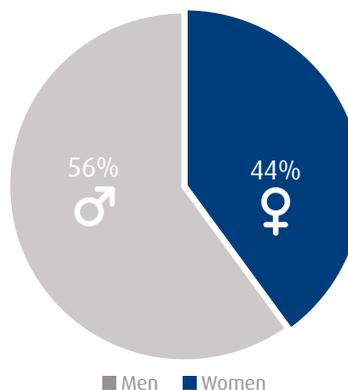
Upper Middle Quartile



Lower Middle Quartile



Lower Quartile





## The Construction Landscape

---

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, despite taking steps to address this, we can see that the majority of our senior, and consequently high earning roles, are occupied by men which continues to directly contribute to our gender pay gap.

The gender pay gap for the whole economy is currently at 18.4%, and we now know that construction has the biggest gender pay gap of any British industry, reporting a median difference of 25%.

Ardmore's gender pay gap is, therefore, higher than both that for the whole economy and that for our sector.

However, a comparison with some of our main competitors shows that we are very much on a par.



## What is Ardmore Planning to Do Over the Next 12 months

---

At April 2018, our total female workforce has increased by 1% to 31%. We will continue to look at ways in which we can increase the number of female candidates for vacancies at all levels.

We will also continue to actively work to promote our high performing females into more senior roles. However, there's not a ready pool of women candidates who we can just draw upon to try to close the gap.

We will continue our work with schools, colleges and universities as well as local communities. And we are seeking to increase the number of women on our trade apprenticeship scheme and our graduate programme.

We look forward to our Fairness Inclusion & Respect strategy gaining traction and having a positive influence on diversity within the business. Part of this will be to look at our Family Friendly policies with a view to enhancing leave and pay.

All in all we have many ongoing initiatives which we anticipate will ultimately help us further narrow our gender pay gap over the next few years.