

**Ardmore**

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**GENDER PAY  
REPORT**

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**2020**





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**Ardmore is a family business with family values and we take things like support for parents and those returning from extended leave such as maternity very seriously. We also fervently support all aspects of fairness, inclusion and respect. At Ardmore we recognise the value of a diverse and inclusive workforce, and place great importance on the value of teamwork.**



**Carolyn Banner**

**HR Director**

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 continue to undertake a range of actions to support this goal, including:-**

- Gender neutrality in recruitment.
- Across the board annual pay reviews to ensure a fair, equal, and consistent approach to pay and benefits.
- Continued with our Fairness Inclusion and Respect group, which aims to ensure a safe and welcoming environment where new diverse talent is able to thrive.
- Started planning a Flexitime Scheme.
- Continued our succession planning for roles at all levels across the business, thereby capturing those at the lower levels (and more likely to be female).
- Continue to partner with Women Into Construction.
- Enhanced our maternity and paternity policies.
- Introduced a number of family friendly initiatives such as a Returners Guide and a Guide to Family Friendly Benefits.
- Working more closely with colleges and local communities.

- 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.

Despite this somewhat gloomy prediction, we are very pleased to report that we are making progress as our mean Gender Pay Gap for the year has reduced from 30% to 26% and our mean Gender Bonus Gap has reduced significantly from 86% to 10.7%.

We are pushing forward and getting some results but are very mindful of not becoming complacent and will endeavour to continue to make in-roads into reducing our Gender Pay Gap.



**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 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 26% lower than that for all men.

This shows a reduction of 4% mean gender pay gap in the period. During the same period, the gender pay gap in the UK fell from 17.8% in 2018 to 17.3% in 2019, and continues to decline.

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 2019	26%	29.8%

Bonus Pay Gap	Mean	Median
5 April 2018	87%	83%
5 April 2019	10.7%	61.4%

**Bonus Pay Gap**

Our bonus figures show that, in the period, the bonus pay gap has reduced significantly from a mean of 87% to 10.7%.

This is a reflection of more women at Ardmores transitioning into senior management and production roles in which awarded bonuses tend to be higher. The median bonus gap has reduced from 83% the previous year to 61.4%.

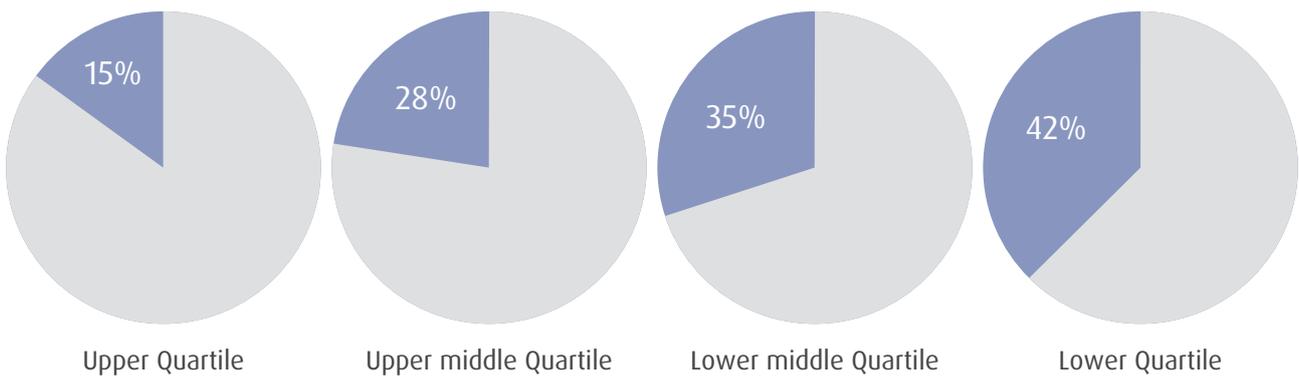
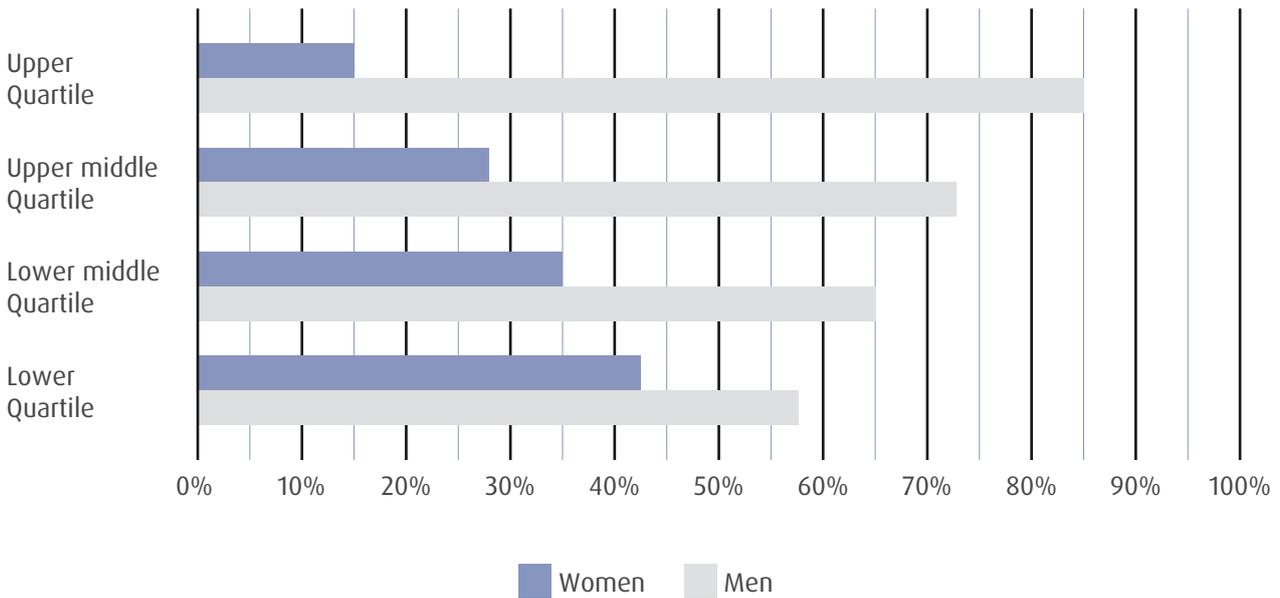
Proportion of men and women receiving a bonus			
2018		2019	
male	female	male	female
12%	20%	21.8%	25.4%



**Pay Quartiles**

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 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.





### 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.

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

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.

The gender pay gap for the whole economy is currently at 9.6%, and we now know that construction has the biggest gender pay gap of any British industry, with the top 40 contactors reporting a median difference of 28.1%.

At 26% Ardmore's gender pay gap is, therefore, slightly lower than our competitors.

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 work/life balance and flexibility. We are planning to trial a Flexitime Scheme during 2019 whereby staff would be able to vary their start and finish times.

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.