keltbray

KELTBRAY GENDER PAY GAP REPORT | 2020



keltbray

Foreword from Darren



Thank you for taking the time to read the Keltbray Gender Pay Gap Report for 2020.

At Keltbray we strive to attract and retain the best talent in the market, and therefore we work to create an inclusive environment where everyone can be themselves and fulfil their potential. I am personally very passionate about the benefits of having a diverse workforce because I believe it will make us a more successful business that best reflects our clients and the communities in which we operate.

That said we also recognise that our industry has traditionally been very male dominated, and it will take a while for us to see significant change. We are not complacent, but we are realistic. As such I am pleased to share in this report that we have appointed a new Inclusion Manager for Keltbray Group and we are forming a new Inclusion Committee who will own our Inclusion Strategy, chaired by me and reporting to the Board.

We must make these steps, implement our strategy and continue on our Inclusion journey. This will enable us to attract, retain and develop more female colleagues, reducing our gender pay gap and building a stronger more sustainable business.

Darren James
Chief Executive Officer



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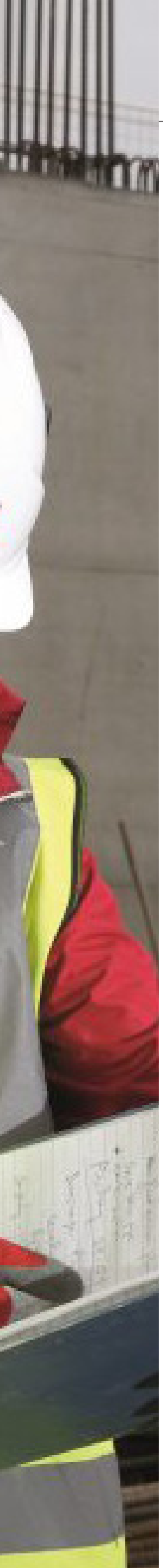
What is the gender pay gap?

The gender pay gap shows the percentage difference in average earnings for all of our male employees compared with all of our female employees across the whole Group. If the percentage is high it typically means there are more men than women in higher earning jobs. It does not mean men and women in the same job are paid differently which would be an equal pay concern.

WHY DO WE HAVE A GENDER PAY GAP?

The main reason we have a gender pay gap is that we employ more men than women across the board, and indeed we have more men in higher paying senior positions. Historically, our industry has been very male dominated and this is not something that can or will be changed overnight. That said we play a key role in a number of cross industry forums and events such as Women in Construction to help support and drive the attraction and retention of women in our industry. Our figures show that we are gradually increasing the number of women we employ and we are gradually increasing the number of women in senior positions. We are pleased to see this progress and will keep building on it each year.





THE IMPACT OF COVID-19 PANDEMIC ON OUR 2020 RESULTS

The data for our 2020 Gender Pay Gap report is based on the mandated 'snapshot date' of 5th April 2020. At this time we, like many other businesses, were grappling with the early implications of the Coronavirus pandemic and lockdown. This meant we had a large number of people on furlough and we had instigated voluntary pay reductions across our senior management teams to help us protect our short term financial position. Both of these factors have had an obvious and significant impact on our gender pay gap data and our year on year trends and comparisons.

Therefore, in the spirit of full transparency we have elected to include both sets of figures in this report. Our 'official' 2020 figures do not include anyone who was on furlough on 5th April 2020 and the salaries used reflect the significant reductions that were in place across our senior management population.

Our normalised data does include everyone on furlough and has salaries at their full level.

We wanted to publish the data in this way so we can see a genuine picture of how our gender pay gap is progressing without the statistical anomaly that 2020 will present because it is not based on a like for like picture.

As such whilst we have included the 'official' figures for completeness and indeed these are what we have reported to the government as per the reporting requirements, the rest of this report focusses on the normalised figures.





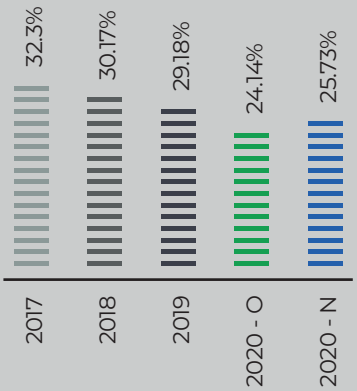
What is Keltbray's gender pay gap?

Our 'official' (O) 2020 figures do not include anyone who was on furlough on 5th April 2020 and the salaries used reflect the significant reductions that were in place across our senior management population.

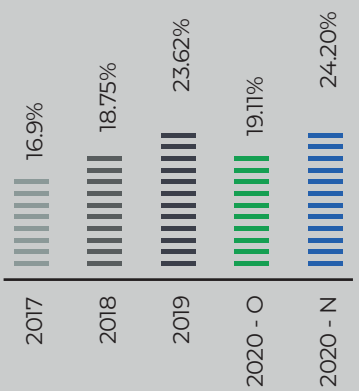
Our normalised (N) data does include everyone on furlough and has salaries at their full level.

We report on 6 measures as part of our gender pay gap as follows:

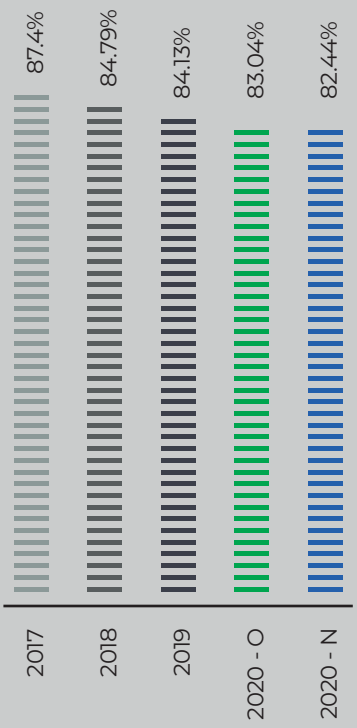
Mean gender pay gap in hourly pay



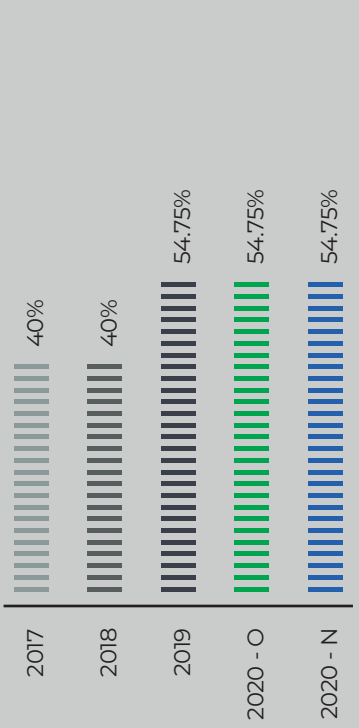
Median gender pay gap in hourly pay



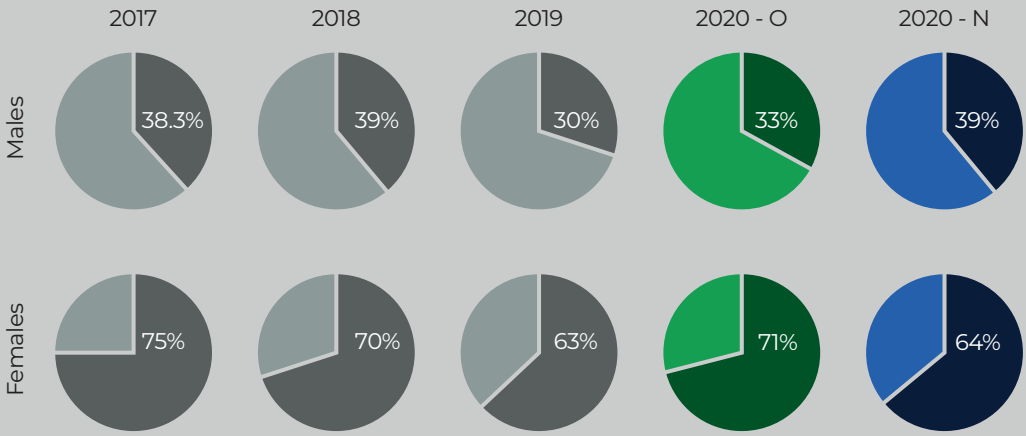
Mean bonus gender pay gap



Median bonus gender pay gap



Proportion of females and males receiving a bonus payment



Proportion of females and males in each pay quartile



The good news is . . .

WE ARE PLEASED TO SEE THAT:



Our mean hourly rate gap has decreased again by nearly 4% this year, and nearly 7% since 2017



Our mean bonus gap has decreased by over 2%, bringing the total reduction since 2017 to 5%



We have a higher % of women working in three of the four reporting quartiles. Including a 2% increase in the number of women working in the highest paid quartile.

These results continue to show that we are attracting more women into our organisation, and that we are seeing more women in more senior positions but we are far from complacent and we absolutely recognise we have a long way to go.



A strategy for sustained growth

We all know 2020 was a seismic year in so many ways because of the pandemic, but at Keltbray we saw even more changes in that we appointed a new CEO in Darren James in April 2020, and he in turn led the launch of our new business growth strategy entitled, 'Unleashing our Potential'.

The people agenda sits at the heart of this new strategy and as such we have created a new Group People Director position on the Executive Board. Not only does this elevate the people agenda to the appropriate strategic level, it has also given us the opportunity to appoint Kyla Farmer into the role, who becomes the first female Board Director at Keltbray.

Darren James said about this appointment, "It was clear to me that we needed a senior people voice in the Executive Board because our people are such a fundamental part of our business success, so creating the Group People Director position felt like a logical part of the strategy. I appointed Kyla to this position because she was the best candidate for the job, but I am also delighted that as a result she became our first female Board Director. I hope that this appointment will be the first of many more senior female appointments in our business and will inspire more women to join our industry."

Improving gender balance across all areas of the business

We believe that the best way to improve gender pay parity at Keltbray is through our wider diversity and inclusion strategy. A critical part of our strategy is our ability to attract and retain the best people from all communities into our business to drive successful and sustainable growth. Therefore, as well as elevating the People function to Board level, Darren was also very keen that we bring a renewed focus to our Diversity and Inclusion agenda.

As such we have launched a new Inclusion Committee to set and lead our Inclusion strategy, reporting to the Board. This committee will be responsible for our gender pay gap reporting and associated actions going forwards. Darren will be co-chairing the committee with our new Inclusion Manager, Nina Fairfowl.

The creation of the role of Inclusion Manager is another key part of ensuring this committee delivers for Keltbray. We recognised that for meaningful change to take place we needed to create an owner for Inclusion, in short we needed to make it someone's 'day job'. Nina is an experienced and passionate advocate for both our industry and for the diversity agenda, so with Darren's sponsorship and backed by the collective experience and input of the Inclusion Committee, we are confident she can really make a difference in this role for Keltbray.



Kyla Farmer, Group People Director says,

"I think the formation of the Inclusion Committee and the new Inclusion Manager role is a really positive step forward for Keltbray. Not least because it is being led and driven by the CEO and the whole Board, and is not just 'another HR initiative'. I believe this gives it credibility and the opportunity to create real and lasting change. However, I want to reiterate that we are not expecting dramatic change overnight. Our industry has not been particularly diverse in the past and it is impossible to undo that history with just a few steps. The Committee will be creating a long term Inclusion Strategy to support our business strategy which I believe will build on the good foundations already in place. It may take some time, but we will see progress and we are willing to put in the work."





Keltbray's dedicated diversity and inclusion agenda focus areas



We are fully committed to ensuring gender equality and inclusion across our business and it remains a high priority as part of our programme to improve all areas of diversity. We are focussed on recruiting more women into the industry and providing support at all stages of their careers so that we attract and retain the best female talent. We will also be addressing the following focus areas as part of our overall strategy:

Gender

Race

Social Mobility

Sexual Orientation/Gender Identity

Age

Disability

Dependents (Carers & other personal responsibilities)

Mental Health & Wellbeing (including Menopause)

Religion

Parenting



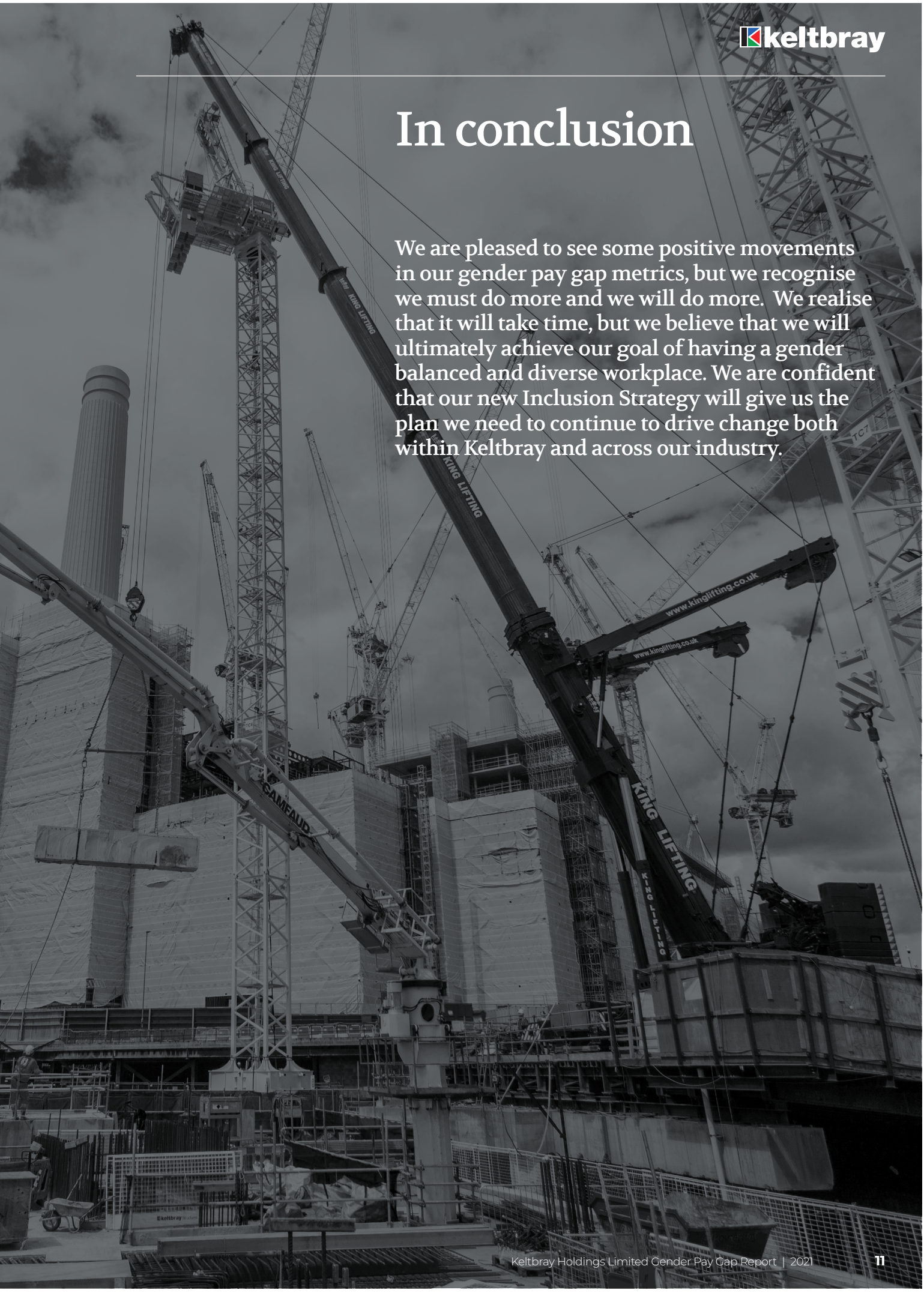


Foundations

Our Inclusion Strategy will build on the foundations and activities we already have in place. These include the attraction of more female apprentices and graduates from all parts of society for specialist roles, broadening our sources of recruitment to ensure we attract people from a diverse range of backgrounds, continuing our work around Social Value to attract more women and other underrepresented groups into the industry, increasing our flexible working options, conducting robust and balanced succession planning processes, launching a new appraisals process and a job levels framework. All of these initiatives are designed to promote equality of opportunity throughout our business. There is so much more we can do but we are pleased with the progress we are making and our focus areas for the future.

In conclusion

We are pleased to see some positive movements in our gender pay gap metrics, but we recognise we must do more and we will do more. We realise that it will take time, but we believe that we will ultimately achieve our goal of having a gender balanced and diverse workplace. We are confident that our new Inclusion Strategy will give us the plan we need to continue to drive change both within Keltbray and across our industry.



INNOVATION IN ENGINEERING

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