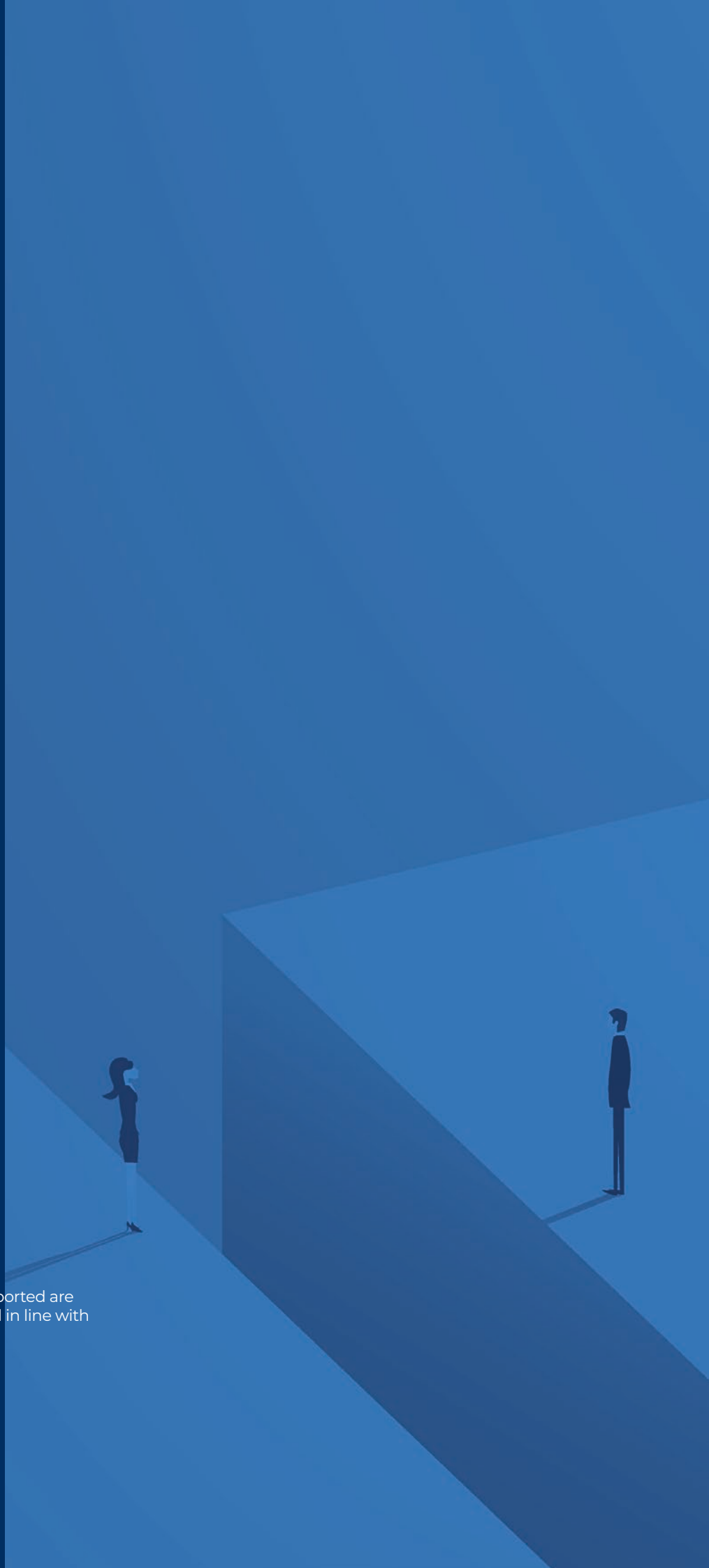
keltbray

GENDER PAY GAP REPORT
2023

'Full pay' relevant Employees			1,561 (total employees = 1,633 of which 72 are not 'full pay' relevant)
Mean gender pay gap in hourly pay			29.07%
Median gender pay gap in hourly pay			26.09%
Median bonus gender pay gap			73.03%
Mean bonus gender pay gap			80.31%
Proportion of males and females receiving a bonus payment		Female	Male
		12%	14%
Proportion of males and females in each pay quartile	Upper Quartile	9%	91%
	Upper Mid Quartile	9%	91%
	Lower Mid Quartile	17%	83%
	Lower Quartile	33%	67%

I confirm that the information and data reported are an accurate statement of our pay gaps and in line with legislative requirements.

Neil Patterson
Group People Director





Keltbray is a specialist construction engineering and infrastructure solutions group

Our purpose is to redefine the way sustainable development is delivered.

Based on our collective experience, we collaborate at the earliest stage to design and self-deliver innovative customer solutions across technically demanding built environment and infrastructure sectors.

Working in partnership with our stakeholders, we are actively contributing to economic growth, social advancement and environmental protection.



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A message from our CEO

At Keltbray we are committed to building a culture that is diverse, open and inclusive, where everyone's viewpoint is valued. Attracting and retaining the best talent available from all communities and backgrounds enriches our culture, making us a more successful and innovative business.

I am pleased to commend to you Keltbray's Gender Pay Gap Report for 2023 which reinforces our commitment to narrowing gender pay gap inequalities over the coming years. Like the entire industry, we are on an Inclusion journey at Keltbray

Reflecting on the year covered by this report, we are pleased with the progress we are making in changing our policies and practices to drive greater inclusion and pay parity across our recruitment and retention activities. We recognise that as a rapidly growing business facing the same resourcing challenges experienced by the whole industry, there still remains a lot of work for us to do.

In the industries we operate in - engineering and construction - systemic issues exist which have propagated the gender pay gap issue over decades, therefore we know that the changes we want to happen will take time and that we will not fix the current disparities overnight. However, by focusing on how we can attract and support women to fulfil their career aspirations, I firmly believe we will continue to narrow the gap over the coming years.

I am particularly proud of the brilliant women already working in our business, their stories are inspiring and show exactly why having more women in our industry is good for business on may levels.

Thank you.



Darren James
Group Chief executive

Keltbray believes passionately in the value of equal opportunity and diversity. Our people strategy aims to make Keltbray a place where people thrive and the business succeeds:

People thrive because Keltbray is a great place to work where everyone is valued.

- The best people want to join the 'one Keltbray' team because we develop them to achieve their goals
- Our people are agile, customer-focused and easy for our clients and partners to do business with

This underpins our commitment to driving improvements in Diversity and Inclusion across the business at all levels. Closing the gender pay gap is a fundamental part of this transformation.

GENDER PAY GAP INFORMATION AND DEFINITIONS

The Gender Pay gap is the difference between average earnings of the male population in comparison to the average earnings of the female population within an organisation irrespective of their role or seniority. This difference is expressed as a percentage, either positive or negative.

The mean pay gap...

is the difference between the average hourly earnings of men and women

The median pay gap...

is the difference between the midpoints in the salary ranges of men and women

IT IS IMPORTANT TO NOTE THAT GENDER PAY IS DIFFERENT TO EQUAL PAY

Equal pay refers to people in equivalent job roles being paid equally. All roles in Keltbray are aligned to our pay and grading structure. This ensures that jobs are evaluated based on a consistent and objective set of criteria, and that all employees are paid fairly and objectively based on the role that they do. This report does not therefore look at equal pay.





PAY GAP

29.07%
Mean pay gap

26.09%
Median pay gap

BONUS GAP

80.31%
Mean bonus gap

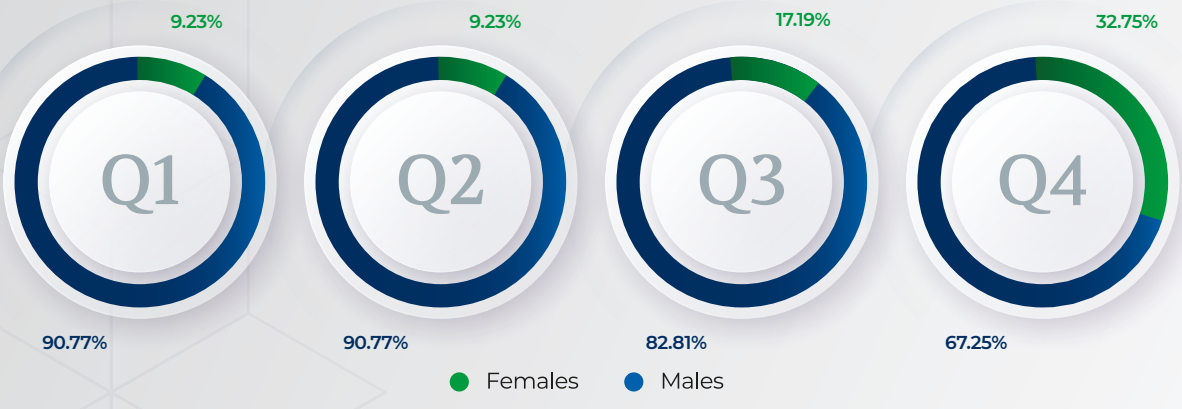
73.03%
Median bonus gap

BONUS RECEIVERS

11.60%
Female bonus recipients

13.81%
Male bonus recipients

QUARTILE PAY

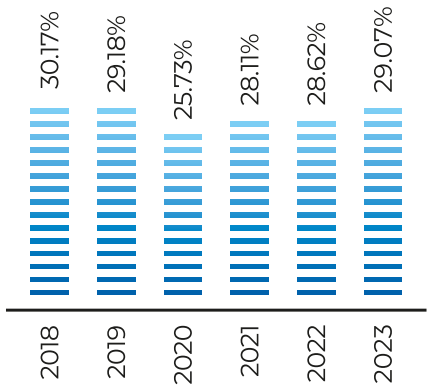


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What is Keltbray's gender pay gap?

WE REPORT ON SIX MEASURES AS PART OF OUR GENDER PAY GAP, AS FOLLOWS:

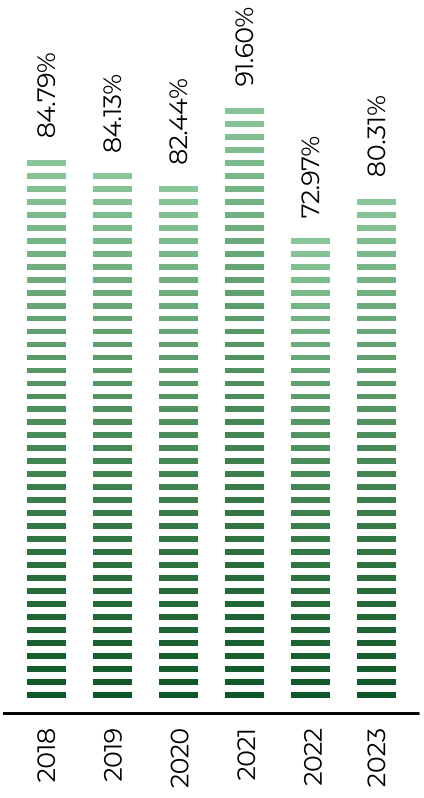
1. Mean gender pay gap in hourly pay



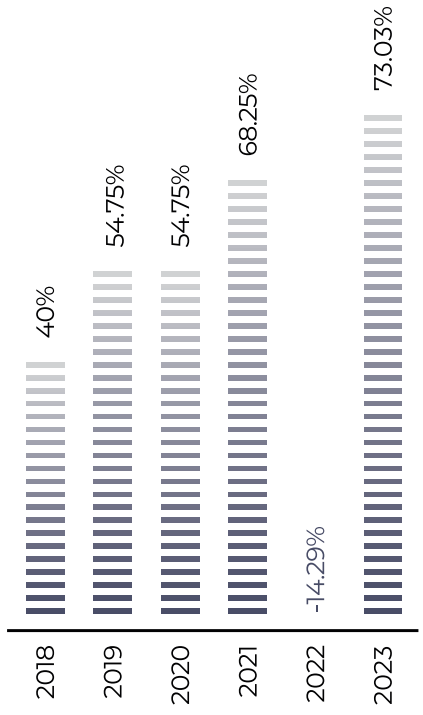
2. Median gender pay gap in hourly pay



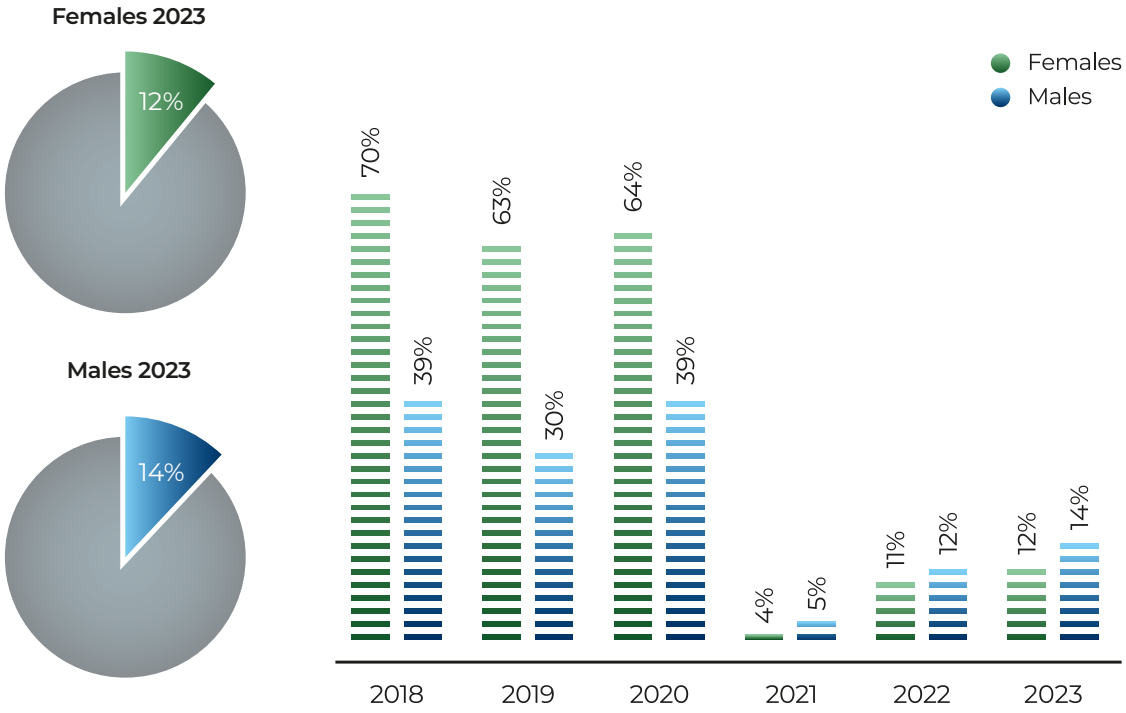
3. Mean bonus gender pay gap



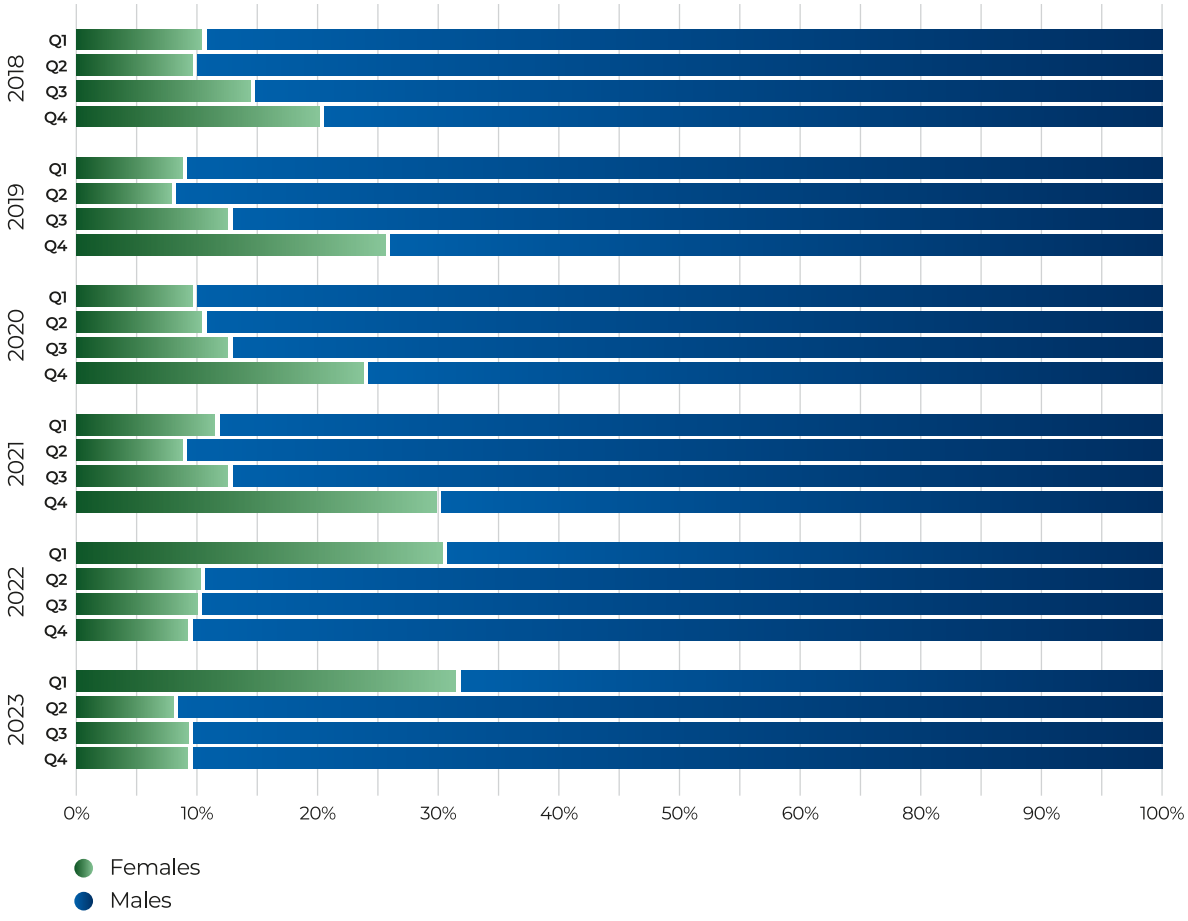
4. Median bonus gender pay gap



5. Proportion of females and males receiving a bonus payment



6. Proportion of females and males in each pay quartile



2023 reporting

2023 GENDER PAY GAP PERFORMANCE

Our 2023 Gender Pay Gap results reveal:

	2023	2022
Mean	29.07%	28.62%
Median	26.09%	25.37%

Although there was no material improvements in the reported metrics when compared with the previous year, this is not because our focus has dimmed or commitments have not been actioned.

UNDERLYING THESE RESULTS GOOD PROGRESS WAS MADE ON A NUMBER OF FRONTS, INCLUDING:

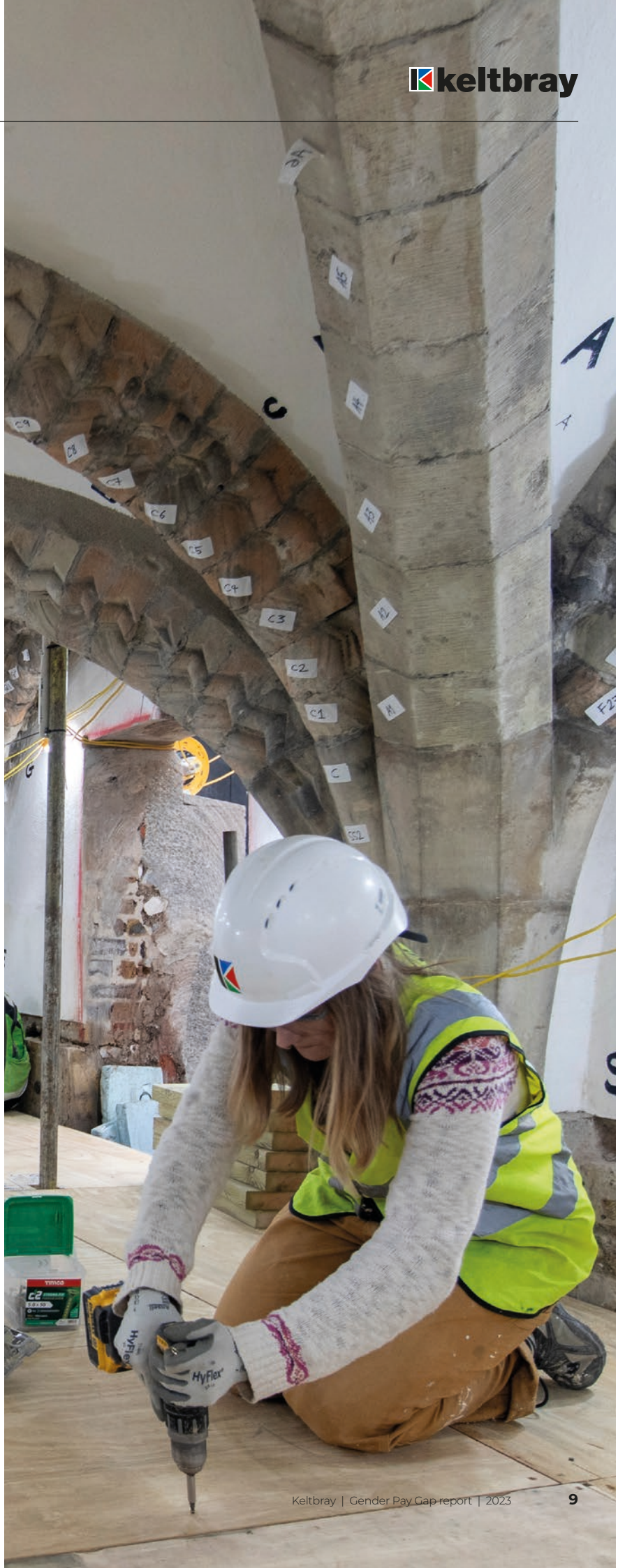
- We have embedded the Inclusion Council within our Corporate Governance Framework which is made up of representatives from across the business to set and drive the Inclusion strategy for Keltbray
- We deployed inclusion and diversity training as a mandatory module for all new starters as part of their induction
- Continued to screen all our job descriptions and pay and benefits content to ensure they include gender neutral and inclusive language.
- We implemented various types of agile working arrangements across our business, wherever possible, particularly in support of people with parental and care responsibilities
- In 2022 we conducted a company-wide health and wellbeing survey supported by Robertson Cooper, this has provided us with areas to target in 2023 to ensure our employees have more “good days at work”. Asking specific questions about inclusivity in our employee engagement survey, followed by analysis and actions of the outputs, including by gender to ensure an inclusive experience.
- Carried out STEM and career events in local schools and colleges, including schools where social mobility is historically low and to promote careers in construction to females. Our Grow, Perform, Succeed (GPS) performance review process has been fully embedded with the ambition to now produce equitable career pathways alongside this process to aid the development of all employees Flex, our digital learning management system has revolutionised the way we approach training in the business enabling us to provide a comprehensive library of online training and development remotely, to support more flexibility in people’s daily lives
- We continued to recruit, retain and develop more females into entry-level apprentices and graduates intro core construction and engineering roles
- We created a job levels framework to provide a better structure for how we group, manage, develop and reward our people
- We conducted a full benefits review and launched a new Benefits Brochure to help our people get the most out of working at Keltbray
- As part of the benefits review we have been able to significantly enhance family leave and pay for all our people We provided a tiered cost of living pay review in 2022 with a significant number of our employees receiving a 5% pay increase. We also gave an industry leading 1 off cost-of-living payment of £1,000 to all employees paid £50k or below to ensure targeted support where it was needed most
- We continue to provide ‘We Care’ which is a comprehensive health and wellbeing support service, giving all our people to 24/7 support, counselling sessions, financial advice, legal advice and a virtual GP service
- We commenced a structured manpower planning process to enable us to more accurately forecast our labour needs in the short, medium and long term to help target roles attractive to females
- We continue to extend our talent database even further so our resourcing team have access to the best talent in the industry regardless of gender as we grow and expand

OUR GENDER DIVERSITY AS AT 5TH APRIL 2023:

	2023
Female	17.94%
Male	82.06%

When a company like Keltbray is making progress at recruiting more diverse talent overall at entry levels, this temporarily impacts on their gender pay gap as more females join the company in the lower quartile pay ranges initially, before progressing higher. This is true for our graduate and apprenticeship intake where we have seen good progress in the number of females recruited but our gender pay gap has slightly increased as a result, however this will recover as they hopefully progress in their careers with us.

Similarly, we have seen better ethnic diversity enter our business through various community and social value initiatives at a local level, but fewer females enter through these programmes. Our focus now is on ensuring our female emerging talent has clear progression paths in the coming years. Our approach to closing the gender pay gap is a long term, sustainable focus to help bridge the industry skills gap and achieve our strategic goals.



A message from our Group People Director

In 2023, amidst the ongoing recovery from the COVID-19 pandemic and persistent challenges in recruitment and retention across the construction industry, Keltbray remains steadfast in our commitment to greater diversity and gender balance within our workforce. Building upon the foundations laid in 2022, our focus has intensified on integrating inclusivity into our organisational culture.

We've intensified our focus on inclusivity within our organizational culture, including inclusive training in our onboarding process. Our female workforce increased by 3% in 2023, particularly in early-career roles, and we aim to support their progression to senior positions. We're also proud to have appointed three women to Director positions in our Infrastructure and Built Environment businesses, adding much needed diversity to their respective Boards and inspiration to their female colleagues.

Additionally, we recognize the significance of menopause and are committed to supporting women through this transition which impacts both work and personal life, with 1 in 4 women considering leaving their jobs. To address this and its link to the Gender Pay Gap, we have re-established a Menopause working group to implement actionable change and we will be working on sharing the plans and actions we would like to implement over the next couple of months.

Looking ahead, we'll continue to target areas with low female representation to reduce the gender pay gap. Our 2024 initiative focuses on succession planning to promote more women into senior roles, supported by our 'Grow, Perform, Succeed' conversations. We believe a diverse leadership cohort will inspire inclusivity at all levels.

I extend my sincere thanks to all within Keltbray who share our vision of creating a more diverse and inclusive workplace. We remain committed to working collaboratively towards achieving our shared goals, confident in the transformative impact we can effect together.



Neil Patterson
Group People Director

Case studies



What is your name?

Amanda Hope

What is your job title?

Support Services Director

How long have you been working for Keltbray?

I am in my second year with Keltbray.

Brief outline of what your job involves?

I hold a newly established position within Infrastructure, and I have an exciting and highly diverse range of responsibilities. Directly reporting to the Infrastructure Managing Director, I collaborate closely with the Infrastructure Senior Leadership Team and am a key contributor to the realisation of our strategy.

My responsibilities involve collaborative work with various colleagues and stakeholders. I take the lead in developing and implementing a robust business support strategy encompassing Procurement, Human Resources, Innovation, Fleet, Performance Improvement, People Development, Talent Acquisition, and Equality, Diversity, and Inclusion.

On a daily basis, I often work with many areas of the Infrastructure business, engaging with colleagues across various levels. Given the breadth of my role, I am eager to now familiarise myself with our colleagues and teams, particularly those in procurement and fleet, having spent my first year in HR. My days are dynamic, involving travel, meeting participation, and the provision of professional advice. Continuously, I assess and implement the support services strategy to ensure alignment with our plans. A key aspect of my role is to provide insights for problem-solving, identify potential opportunities, and support successful business growth. Mentorship and aiding others in their development are aspects of the job that I find particularly rewarding.

Moreover, I actively engage with numerous external organisations, fostering productive relationships to promote best practices and enhance our collaborative network.

What made you choose this industry?

Following a lengthy and successful career in aviation sector where I held leadership roles in airport ground operations and HR, I actively participated in the inaugural phase of the £1.3 billion terminal transformation program at Manchester Airport. This marked my initiation into large-scale projects, and I swiftly engaged with its magnitude and scope, for example the Terminal 2 floor area alone required 1,600 tonnes of structural steel. Subsequently, upon the availability of a position with Keltbray, I was keen to submit my application.

Did you find it easy to enter the industry?

Entering the industry has proven to be a relatively straightforward process for me. The concept of transferable skills holds true, highlighting the ability to leverage expertise and ideas from diverse industries to make meaningful contributions. With hindsight, I regret not joining this industry earlier in my career. Now, with a determined mindset, I am actively advocating for the industry. In my current role, I am enthusiastic about steering our initiatives, with a primary focus on attracting, developing, and retaining talent from a wide range of backgrounds.

What's it like working at Keltbray?

Upon joining Keltbray, it swiftly became apparent that each day is unique, reflecting the company's dynamic and forward-thinking nature. The culture is notably positive, fostering a sense of belonging, and places genuine emphasis on prioritising employee wellbeing.

Do you feel like you have been given opportunities at Keltbray?

I've enjoyed the autonomy and independence in my work, whilst also feeling assured that I can seek advice and guidance when needed. There have been ample opportunities for me to gain insights into the company and the industry, and I've equally been able to actively contribute to numerous projects and initiatives.

Personally, I have been supported and encouraged as I finished my dissertation for my Master's degree in Strategic International Human Resource Management, where I was lucky enough to have the opportunity to interview several of my colleagues as part of my research. Assuming the role of Support Services Director is an exciting opportunity for me. The design and implementation of the Support Services strategy allows me to identify and create opportunities for others. Organisational development takes precedence in my role, and we already have several exciting ideas and programs in place to maximise opportunities and career paths for our colleagues.



What is your name?

Barbara Marino

What is your job title?

Strategic Development and Compliance director

How long have you been working for Keltbray?

16 months

Brief outline of what your job involves?

I am the Director responsible for Health and Safety within Built Environment and the Director responsible for market engagement and clients' relationships.

What made you choose this industry?

I was always fascinated by historic buildings and their refurbishment. However back in the 1990's the only options would have been the art academy or architecture. Engineering offered a refurbishment module and I decided to study there. As I was progressing with my studies I got more and more interested in construction sites and the health and safety management arrangements and I decided to pursue my career in construction. I feel very blessed that I am still in the same industry I have studied for despite the turmoil caused by two recessions and the pandemic.

Did you find it easy to enter the industry?

Yes. My PhD helped me opening doors in the UK which I would have never dreamed of in my home country. When I started there were very few women in my company and there was a clear drive to recruit more.

What's it like working at Keltbray?

Invigoratingly challenging. There is still a lot of old school approach in some of our processes but we are all pushing the boundaries because this is what the market and our clients demand and we are a learning and developing organisation. It is intense and sometimes I question the productivity of some of procedures we implement (coming from a consulting background you need to be very fast and productive as this is how you make the money) but I am determined to improve this so that quality and safety can benefit too.

Do you feel like you have been given opportunities at Keltbray?

Yes. I have entered at very senior level and it took a while to "fit" and "find my voice" but I have not been held back so far. Despite coming from a different background from the contractors' world I have felt always very welcome and this has enormously facilitated my integration with the company and the pursuit of the right opportunities.



What is your name?

Debbie Heale

What is your job title?

Insurance Manager

How long have you been working for Keltbray?

4 years

Brief outline of what your job involves?

I handle all the Insurance requirements for the Group, so from Rail to Built Environment. Includes claims, contract checks, employees, sites and properties

What made you choose this industry?

I didn't, it chose me. The job came up for an in-house insurance person, so I thought I would give it a try and see if the industry was for me.

Did you find it easy to enter the industry?

It was (and still is) a learning curve, Keltbray is a very diverse Company so there is a lot to learn across the different divisions. Learning the industry has been fun, complicated at times understanding what the Contracts entail to ensure I have everything covered, but with the help of the Project Managers and Commercial Managers they have taught me a lot.

There is always someone from every area that will give you time to explain what is needed from Purchase Ledger to the CFO. With so many divisions and people in those divisions it takes a bit of time to find the right people, you expand your knowledge on each call.

What's it like working at Keltbray?

I enjoy it; it is a fast pace of working life, you need to have your wits about you and be prepared for anything as long as you accept that your day will not always be as you plan it to be. It's the people who make Keltbray what it is.

Do you feel like you have been given opportunities at Keltbray?

My role is a different kind of role, one which doesn't really give rise to moving around the divisions as I work with everyone. However, the role has grown since I started 4 years ago. I believe if you are willing to learn and grow then there are always opportunities here.



What is your name?

Asha Panchal

What is your job title?

Technical Manager

How long have you been working for Keltbray?

Since 2018

Brief outline of what your job involves?

My role at Keltbray has evolved over the time I have worked here; everyday is different. Some of my roles and activities can include:

- Preparing value engineered schemes and technical, programme, cost and embodied carbon appraisals
- Drafting and delivering technical specifications
- Specifying and installing instrumentation and monitoring
- Coordinating, planning and delivering HIPER Pile contracts, locally and internationally
- Client and stakeholder meetings on potential schemes, upcoming or ongoing projects
- Working with designers and suppliers on ongoing developments of piling tooling and equipment to drive improvements and efficiencies
- Providing engineering and management support to live projects
- Visits to sites

Being a core member of the HIPER Pile team involved preparing geotechnical and structural engineered schemes for our clients, however the concept has evolved into its own 'hiperenergy' business. This means I will now start to focus on geothermal energy and integrating foundations with MEP systems above ground.

What made you choose this industry?

Construction and engineering; big plant and heavy civils; skyscrapers and infrastructure are awe-inspiring and exciting but more importantly, civil engineering is all essential for modern societal needs and economic growth.

However, I was more motivated to join an industry that has traditionally been a large consumer of raw materials and therefore a carbon intensive industry. Being part of the industry puts us in a position actively work towards positive change was important to me, so that we can future proof the natural environment and work towards continuously developing sustainable practice.

Did you find it easy to enter the industry?

The construction industry is regarded a traditional male dominated industry and can be intimidating for someone joining the field, whether that be a woman, young graduate, an apprentice, or even someone joining from another field of expertise.

Generally, my experience of entering the construction industry has been very positive. I started out working for a small specialist division of a civil engineering contractor on an industrial placement during my degree. This experience was incredibly insightful as I not only gained hands-on experience in the field, but also learnt how to communicate with different professions and most importantly, engage with a very wide range of personalities.

This practical awareness allowed me to approach the industry with open eyes, a basic framework for understanding a problem, and the appreciation that there is typically more than one right solution. Provided you can listen and work well in a team, you can make anything work, whilst continuing to help develop yourself and those around you.

What's it like working at Keltbray?

Keltbray is an incredibly diverse company, from the sectors that it operates in, to the professions and skillsets that are employed.

I enjoy working for a company that challenges the norm, and I find that Keltbray is a forward thinking organisation that is not afraid to take risks. It invests in practices that it believes are more commercially advantageous, sustainable, or have an edge over its competitors. It is refreshing that when challenging projects are encountered support is available. These projects are considered opportunities for lessons learnt, which are shared across the business to improve and enhance overall business performance.

The great thing about Keltbray is that its core values are integrated in everyday life. There is an effort to collaborate across the business, and maintaining relationships and providing practical value engineered solutions for clients is key to ensuring the business prospers.

Do you feel like you have been given opportunities at Keltbray?

Working for Keltbray has already enabled me to develop technically, practically and build on my interpersonal and soft skills. I have had the opportunity to work at the coal-face on sites as an engineer and project manager to deliver technically and logically challenging projects around the country, as well as in visiting support roles and other departments, all of which have been interesting and have enabled me to become a Chartered Civil Engineer.

I was fortunate enough to have been drafted into the innovations team soon after joining Keltbray. This allowed me to develop an innovative concept (HIPER Pile), progress it to the point of undertaking demonstrator trials on site, and subsequently adopting the idea at full scale, to delivery on live contracts for our clients. This major ground-breaking innovation R&D work was carried out over 3 years and this scale of commercialised development is incredibly rare in an industry that is so risk averse.



What is your name?

Aisling Reynolds

What is your job title?

Group Environmental Manager

How long have you been working for Keltbray?

Just over a year

Brief outline of what your job involves?

My role is quite varied and what it means to be an Environmental Manager has changed a lot in the past few years. Traditionally the role involved ensuring compliance with environmental regulations. My job has two main parts, the first is ensuring that across the group we have the measures and capabilities in place to ensure we are not damaging the environment and that we are compliant with environmental legislation. The second part, is sustainability, which encompasses a lot of things from looking at what sort of materials we use, how energy efficient our sites are, whether we can reuse waste materials. I am involved at a pre-construction stage, helping advise our teams on opportunities for the project to be more sustainable and how to ensure that our projects are planned with the correct measures in place to protect the environment. Often times my job involves taking quite complex issues, understanding what they mean for the company and seeing that people across the business understand what it means for them.

What made you choose this industry?

I have chosen to work in the construction industry due to the variety. The scope of construction touches so many environmental issues from carbon management to water management, to ecology. No two jobs are ever the same. The built environment and infrastructure affect all our lives and the way we construct them can have a big impact on the immediate environment but also on natural resources and emissions. Traditionally there is a lot of inefficiencies in the construction industry so there is a big chance to improve things.

Did you find it easy to enter the industry?

I didn't always work in the construction industry. My working life started when I finished school when I had several part time jobs while I studied Environmental Science at University. After university my first job was working in waste enforcement and then I moved into working in the water industry on the design side of water treatment infrastructure in Ireland. After a few years there I moved to a role in construction. I felt like the role in construction allowed me to bring together my different experiences of specialist areas and apply them in a real world setting. From knowing what a poor water quality sample looks like to being able to chat with people. From there I found it easy to find different roles in construction. This is likely due to there being a large shift in focus towards environment sustainability and with that increased demand for people with these skills.

What's it like working at Keltbray?

Working at Keltbray is busy, there is always something new happening and something to be done. Keltbray's sites are incredibly varied, and I have been lucky to travel around the country to meet our teams and see the variety. From a renewables job on the north coast of Scotland, to rails jobs in the south, to the demolition and rebuild of skyscrapers in London.

I get to meet all sorts of people every day which I really enjoy. I am lucky that in my own team I work with several great women. However, in client meetings or onsite I can often be the only woman present. I am generally always made feel welcome by our teams. I would however definitely like to see more women on the project management side of the business, and in leadership roles.

Do you feel like you have been given opportunities at Keltbray?

The scope of my role is incredibly varied, so with that it brings lots of opportunities. I feel quite lucky in my role that I get to meet many different people every day from people onsite to senior leadership to clients to regulators. This exposure helps me understand, what the industry is striving for but also what works onsite and what does not, which gives me the great opportunity to find solutions. I think there is great opportunities in Keltbray for those who want to get involved.



What is your name?

Katerina Hibberd

What is your job title?

Senior Payroll and Compliance Coordinator

How long have you been working for Keltbray?

I have been working for Keltbray for just over a year and a half.

Brief outline of what your job involves?

- Manage and process the payroll for our Internal Agency 'KRS' for our self-employed staff on a weekly basis
- Dealing with payment queries from Keltbray sites and agencies
- Ensuring all documentation for our subcontractors are valid and comply with Government Guidelines
- Provide reports on a weekly basis to track growth and monitor trends in our labour supply
- Produce administration for on-boarding sub-contractors
- Adding New Starters
- Processing IT request

What made you choose this industry?

It wasn't an industry I had actively pursued, but rather one that had presented itself to me. I entered with an open mind and was intrigued by the prospect of a career that would supply tangible results from my contribution.

Moreover, my initial attraction to Keltbray was sparked by their sustainability statement that resonated with me as a business I wanted to be a part of.

Did you find it easy to enter the industry?

This is my first job in the industry, I joined having little to no prior knowledge of the sector. The detailed training I received when starting was tremendously beneficial, not just in my role but in providing me with an insight into the operations of the company as a whole.

I was honestly surprised about the gender ratio in the office and was impressed by it. Before joining I had always viewed the construction industry as being male dominated, however, I've been pleasantly surprised at Keltbray's commitment to breaking down traditional barriers within the field.

What's it like working at Keltbray?

Every day I learn something new! I enjoy the office environment and am lucky enough to be able to collaborate with those on site as well as those office based – it is interesting to discover the intricacies of project execution firsthand and is a rewarding experience, as every role helps deliver the end results of our projects.

Do you feel like you have been given opportunities at Keltbray?

I feel that at Keltbray, there's a strong emphasis on individualized professional development, with many courses and apprenticeship routes that are made available to us.

I was approached to undertake the Level 5 CIPD course in People Management and was enrolled onto this last month. I am looking forward to dive into the curriculum and expand my skill set.

I count myself fortunate to have been working under the guidance of exceptionally supportive managers. Their continued support and commitment to expanding my development and growth has been invaluable.



What is your name?

Sofia Giokari

What is your job title?

Project Engineer

How long have you been working for Keltbray?

I joined Keltbray almost five years ago.

Brief outline of what your job involves?

My role consists of managing the technical and engineering aspects of the project I am assigned to. I work on site and coordinate between the main contractors and relevant design teams and the construction team, to ensure the project meets the required quality standards and programme goals.

I manage the flow of information between designers, site team and suppliers, along with keeping records of the progress and producing documentation like method statements, technical submittals, handovers, operation and maintenance manuals, etc.

What made you choose this industry?

I was always interested in construction. Watching a project take life fascinates me. For this reason, I chose to study civil engineering. After completing my studies, I joined the construction industry, starting as a graduate engineer almost ten years ago, and then progressed to site engineer, temporary works engineer and finally project engineer.

Did you find it easy to enter the industry?

Joining through a graduate scheme was a relatively easy way to join the construction industry. It offered the opportunity to start from an entry level position and progress smoothly to my current role.

What's it like working at Keltbray?

I really enjoy working at Keltbray. No day is the same and each project has exciting challenges. Working on different projects over the years also gave me the opportunity to meet a variety of people, learn from them and create some strong professional relationships.

Do you feel like you have been given opportunities at Keltbray?

Yes, everyone I have worked with has shared their experience and knowledge. I have worked at different areas around London and got the opportunity to experience new areas and local communities. I am also aware that Keltbray can provide support towards continuous professional development.


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Redefining sustainable development

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