



Gender Pay Gap Report

Updated: March 2023



What is the Gender Pay Gap?

Equal pay and gender pay are NOT the same...

What is equal pay?

The Equality Act 2010 gives a right to equal pay between women and men for equal work.

What is gender pay?

The difference between the gross hourly earnings for both men and women across an organisation.



Introduction

The Construction industry has been a traditionally male sector, particularly at senior levels, but we don't believe it has to stay that way.

Lindum remains committed to equal opportunities and fairness in our recruitment, development, promotion and reward practices.

As a Company we are progressive in our approach and remain committed to being open and transparent.

We've been proactive in tackling our Gender Pay Gap, already embedding a range of targeted initiatives to accelerate change and address obstructions to female participation at all levels which are reflected in our improving figures.

2022 was a challenging year in the jobs market. Lindum, like several others, has seen an increase in staff turnover for various reasons, many of which were out of our control.

The changing demographic has stalled our year on year improvement in our pay gap, which is disappointing. However, we remain committed to making a difference.

We are reviewing our business practices with a view to identifying new initiatives, specifically in the area of family friendly working practices, which we see as crucial in enabling us to secure improvement in this critical area.

We still believe the key element to improving the Gender Pay Gap is through the increased recruitment of more females into the Construction sector as a whole. At Lindum we continually assess what we offer from a female perspective to identify flexible packages that match the needs of women in employment.

As with so many things, post pandemic, what was once seen as a 'special initiative' is now integrated to become the new norm, enabling us to recover to be better than we were before.

Warren Glover,
Head of HR, Lindum Group



"strength in construction"



CASE STUDY: What Katie did...

Starting in 2019, Katie Hughes was Lindum's first female joinery apprentice..

Katie (24) has spoken out in the media urging more girls to consider a career in construction and was keen to stress that joinery is not just a 'man's job'.

"I am really enjoying my apprenticeship and I'm getting lots of hands-on experience and a lot of support," she said.

"I always wanted to work in joinery and I know that it is sometimes seen as a 'man's job' but there's really no reason for that.

I haven't experienced any discrimination or any sexist attitudes among the people I've worked with.

"Working in construction is great and I would encourage girls to look at it as a career option too.

"There are not as many women on sites as there could be.

"Only a year from now, I will be fully qualified and working full time as a joiner for Lindum."



Closing the pay gap...

Lindum is committed to taking positive action to tackle its gender pay gap. This action includes:



Investing in the women who already work at Lindum to ensure their full potential is being used (and they are ultimately progressing through the pay quartiles).



Proactively encouraging women into the industry, creating a pipeline of talent which will go on to fulfil roles within the higher pay quartiles.



Ensuring the business is underpinned by general policies which make sure equal treatment of all individuals in the workplace.



Celebrating strong female role models within the Company



Offering flexible working so employees find it easier to manage family commitments while staying in employment



Promoting construction as an exciting career option for women and raising our profile as a female-friendly employer.



Creating a talent pipeline...

Encouraging girls into construction

Lindum invests a lot of time in talking to young people about career opportunities in the construction industry.

We attend schools, host stands at careers fairs and host work experience placements at our sites and offices.

Not only do we send female employees to these events to share their own experiences,

we have also produced a seven-foot pull up banner specifically designed to promote construction as an industry that 'isn't just for boys'.

The Lindum Women into Construction event involved girls from local secondary schools coming to our business park to have a go at a number of trades, such as joinery and bricklaying.





Construction isn't just for boys

Join the growing number of women choosing
a career in the construction industry.

Here are some of our team...



Training Manager



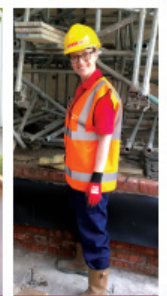
Quantity Surveyor



Apprentice Joiner



H&S Adviser



HR Adviser

Talk to us to find out more or visit our website

www.lindumgroup.com

"the difference is our people"

Celebrating role models...

The original Mrs Brown's boys

Having started out as our founder's secretary, Pauline Brown took over as Chair of Lindum in 1988.

At a time when there were even fewer females in our industry, Mrs Brown led our growing construction company with strength, direction and an acerbic tongue. Although she has since passed away, her formidable presence is still felt throughout the business. All our new employees are told of her and her legacy lives on.

Lindum Group firmly believes that 'the best person for the job should get the job' and Mrs Brown's spell as Chair is testament to that.



Investing in our talent...

A perfect home for Becky

Rebecca Hurst-Miller joined Lindum 15 years ago. Initially she worked one day a week in our Homes division, which she balanced alongside working for the Citizens Advice Bureau (CAB).

When the Sales Manager left, Rebecca was asked if she would take on the role. Despite being tempted by the promotion, Rebecca felt a loyalty to the CAB, which is a charity and had invested in her as an employee.

Ultimately, Lindum negotiated a two year job transfer, which saw Rebecca increase her working days at Lindum by one day every six months. This allowed her to accept the new job but meant she didn't feel she was leaving the charity with an operational gap. Over the next decade, Rebecca's remit increased and her team grew as the Homes division expanded.

Then, in December 2019, she was made a Director of the division.



Equality is a matter of practice ...

Our business is underpinned by practices that ensure equal treatment of all individuals in the workplace

One example of this is our end of year bonus scheme, which sees ALL employees, regardless of role, paid an equal share of company profits. PRP (performance related pay) is distributed pro rata to anyone who has worked for Lindum for more than a year.

Other examples include:

- Access to training for all employees
- Equality policies
- Support for flexible working



Celebrating success...

KATIE FREEMAN, LINDUM CONSTRUCTION



Katie started her working career as a holiday rep, living the jet set life in Lanzarote, Portugal, and Ibiza. When the time came to hang up her sunglasses, Katie came home to work as a project coordinator for interior design company APSS.

When Katie was made redundant from APSS, she applied to be a buyer at Lindum, a position which she heard about from a friend in the HR team. She

felt she had enough transferable skills from her previous jobs to be successful in this role.

Katie worked as a buyer for four years until, one day, Kevin Damarell, Construction Managing Director, suggested she go to site to better her material knowledge. Having spent some time on site, Katie realised that is where she wanted to be.

She was met with total support from her manager. She was put on a Higher National Certificate course for construction at Skills4Stem, and has since made the transition, working as an assistant site manager on many projects, such as the apartments at Roman Gate and a new school at Middlebeck.

ALISON SOMERVILLE, LINDUM WASTE

Alison is Managing Director of our waste recycling centre at Saxilby in Lincolnshire. She looks after 25 employees handling more than 40,000 tonnes of materials every year, with a turnover of more than £3.8m.

Having needed some work to fit in flexibly with her parental responsibilities, she operated for a while as a self-employed credit controller providing her services to a number of businesses.



Lindum liked the work she had done for them and offered her employment in 2008 with a flexible package on a permanent basis in an administrative role in the Waste Recycling division.

By 2014 she had worked her way up to being the MD of one of our most successful divisions having demonstrated excellent organisational and leadership skills.

KATHRYN WOOD, LINDUM CONSTRUCTION

Kathryn joined Lindum in July 1997 aged just 17 as an office assistant in our Construction division. She spent 14 years working full time.

Kathryn took her first maternity leave in 2011 after giving birth to her daughter, Lucy. On her return, Kathryn requested to work reduced hours so she could balance her new family commitments. The company was happy to work with Kathryn to establish a more flexible working pattern, which suited her and met Lindum's business requirements.



"My line manager was always incredibly understanding and as long as I ensured that I was organised and the work was done, I could make the role fit around my family."

Kathryn continued in this job until she had her second child in October 2015. "I came back to another three day a week role. I can honestly say the loyalty and flexibility shown to me by Lindum is part of the reason I have been here so long."

SOPHIE MCMAHON, LINDUM WASTE



Sophie has spent her life around lorries, from going on jobs with her grandad as a child, to working at a local, family-owned skip company. Now she has found herself a job at Lindum Waste and is enjoying the new challenge.

Sophie joined Lindum after family-owned Kwik Skip closed. It was her stepdad's parents who owned and ran the waste removal company, and her nan who suggested Lindum to her for a job.

Once she was old enough, she got her class two license so she could help her grandad at work when he developed a bad leg.

She has now been driving skip lorries for five years, passing her test when she was 18 – one year after passing her car test. A year after her class two, she passed her class one test.

Sophie has been enjoying her move to Lindum, as it has allowed her to get out further afield. She said that although she liked working at Kwik Skip, it was all very local work.

With Lindum, she is starting to get to more places and further away in the Lincolnshire area, which is ideal for her as she enjoys the driving.

Our gender pay gap ...

THE GAP EXPLAINED

A gender pay gap gauges the difference between how much male and female employees earn. It is important to note that it does not mean women being paid less than men for the same work, but instead represents women being under-represented at higher levels of an organisation.

A mean gender pay gap is the difference between average male earnings and average female earnings across an entire organisation.

Lindum Group's mean gender pay gap indicates that men were paid 21.1% more than women on average in 2022.

Mean averages give a good overall indication of the gender pay gap, however they can easily be distorted by a few individuals at the top or bottom of the range, so the median gender pay gap is a more representative measure.

The median gender pay gap is calculated by ranking all employees from highest

paid to lowest paid and comparing the earnings of the male and female in the middle.

The unusually high turnover of staff and the ongoing skills shortage in the construction industry continues to present significant challenges but also opportunities.

Lindum is actively seeking to employ women with the ability to progress in the business, by training them into technical and managerial roles.

This is a long process, but one which will improve our Gender Pay Gap results in the long term.

	April 2018	April 2019	April 2020	April 2021	April 2022
Mean gender pay gap	21.7%	20.9%	20.3%	17.5%	21.1%
Median gender pay gap	14.8%	15%	14.3%	12.1%	16.6%

PAY QUARTILES

Highest paid < > Lowest paid

	2018	2019	2020	2021	2022
Q1 Women	28.9%	31.4%	33.7%	30.6%	34%
Q1 Men	71.1%	68.6%	66.3%	69.4%	66%
Q2 Women	18.1%	18.8%	19.2%	12.9%	15.6%
Q2 Men	81.9%	81.2%	80.8%	87.1%	84.4%
Q3 Women	20.8%	20.1%	23.8%	20.4%	20.8%
Q3 Men	79.2%	79.9%	76.2%	79.6%	79.2%
Q4 Women	6.2%	8.9%	8.2%	9.4%	7.8%
Q4 Men	93.8%	91.1%	91.8%	90.6%	92.2%

Pay quartiles indicate gender representation at different levels in terms of earnings.

Women currently make up 20% of our workforce so if these figures mirrored the current demographic of Lindum Group, then each of these quartiles would be 80% male and 20% female but in reality, females remain underrepresented in the highest paid quartile.

We are committed to reversing historical male dominance of the industry by recruiting, promoting and retaining females at all levels. Steady progress in the right direction is being made with a gradual increase in female representation in senior management and leadership roles, with some greatly positive success stories and female role models to lead the way.



THE GENDER BONUS GAP

The mean bonus gender pay gap is the difference between male and female bonus pay as an average, and has seen a significant year on year reduction during the last four years.

The median gender bonus gap is calculated by ranking all bonuses from highest to lowest then looking the 'middle' employees. In 2022, Lindum Group's median bonus pay gap was 16.5%.

The percentage of men and women receiving bonuses fell slightly, which reflects the unusually high turnover of staff in 2021/22.

A higher gender bonus gap than the national average is again typical of the construction industry, in which more



senior jobs roles - which are often higher pressured and attract deadline and target driven bonuses - have historically attracted males.

However, by continuing to challenge gender stereotypes and making roles more appealing to females, steady progress is being made with gradual reduction in our mean bonus gap over the last four years.

	April 2018	April 2019	April 2020	April 2021	April 2022
Mean gender bonus gap	62.5%	57.6%	47.8%	40.7%	44.4%
Median gender bonus gap	18.9%	17.8%	5.3%	9.1%	16.5%
Men receiving a bonus	87.9%	80.2%	90.9%	88.1%	87.9%
Women receiving a bonus	90.2%	86.1%	85.6%	96.3%	88.3%



"the difference is our people"



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