



Gender Pay Gap Report

Updated: June 2021



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.

Having now had a 5 years' worth of data we can see that we are making real progress with significant year on year improvement on each measure.

The 2021 figures even show that not only has the gap significantly narrowed we actually reversed the percentage split of men and women receiving a bonus to the point where more women received a

bonus than men.

While improved we are not complacent and remain committed to continually improving them.

The Covid-19 pandemic has made it a very challenging time for all businesses. However, some of our new initiatives, specifically in the area of family friendly working practices, have been crucial in enabling us to continue through these difficult times.

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 (23) 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



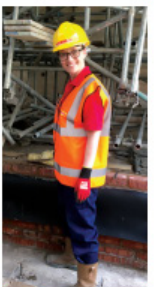
Quantity Surveyor



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 14 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...

MEGAN SADLER, LINDUM YORK



Megan is a Design Coordinator and is a liaison between the site manager and the architects. She joined Lindum in 2014 as an Office Administrator. Despite always having an interest in construction, she took the job simply to get office work on her CV. After a chat with MD Jonathan Sizer, in which she explained her ambition to progress into a career, she was offered the chance to expand her role. Megan began to get involved in document control around two major projects – The Bonding Warehouse and York Racecourse. From here, she moved into the job of Design Coordinator, dealing with utilities, D2D and drawing distribution. In June 2017,

Megan was awarded the 'Best Achievement on Level 4 HNC in Construction and the Built Environment' at York College's Construction Awards Ceremony.

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.

SAMMIE HALL, LINDUM CONSTRUCTION



Sammie is a Design Coordinator on multimillion pound projects. She manages design, buildability and cost, reviews value engineering options with design team members whilst ensuring quality is maintained and budgetary requirements are achieved and also produces information required in line with the programme and procurement schedule.

Sammie joined Lindum full time as an Administration Assistant in 2009 straight from completing her BA Hons Degree in HR Management at the University of Lincoln. She carried out a variety of administration tasks for the Construction Division before changing roles to become a Trainee Design Coordinator in 2012. While training, Lindum supported Sammie to continue her academic studies towards a HND in Construction and an MBA in Business Studies.

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."

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 underrepresented 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 17.5% more than woman on average in 2021, with a marginal year on year reduction over the last 4 years. 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. In 2020, the average median gender pay gap in the UK was 15.5%, down from 17.4% in 2019. Lindum Group's median gender pay gap has remained lower than the average since reporting began, now standing at 12.1%.

The construction industry has long been one of the poorest for pay disparity, with a median pay gap wider than the national average at around 20.4% in 2019 (down from 36% the year before). In other words, women in construction were paid over a fifth less on average compared to men. Whilst our figures are encouraging in comparison, we remain committed to narrowing the gap further by attracting and retaining more females in higher paid roles.

	Apr-17	Apr-18	Apr-19	Apr-20	Apr-21
Mean gender pay gap	23.1%	21.7%	20.9%	20.3%	17.5%
Median gender pay gap	15.2%	14.8%	15.0%	14.3%	12.1%

PAY QUARTILES

Pay quartiles indicate gender representation at different levels in terms of earnings. Women currently make up 20% of our workforce so 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.

		2017	2018	2019	2020	2021
Highest Paid <_> Lowest Paid	Q1 Women	28.9%	28.9%	31.4%	33.7%	30.6%
	Q1 Men	71.1%	71.1%	68.6%	66.3%	69.4%
	Q2 Women	23.5%	18.1%	18.8%	19.2%	12.9%
	Q2 Men	76.5%	81.9%	81.2%	80.8%	87.1%
	Q3 Women	17.4%	20.8%	20.1%	23.8%	20.4%
	Q3 Men	82.6%	79.2%	79.9%	76.2%	79.6%
	Q4 Women	5.4%	6.2%	8.9%	8.2%	9.4%
	Q4 Men	94.6%	93.8%	91.1%	91.8%	90.6%

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 4 years. Again, the median gender bonus gap is a more reliable indicator and is calculated by ranking all bonuses from highest to lowest then looking the 'middle' employees. In 2021, Lindum Group's median bonus pay gap was 9.1%, indicating a much narrower gap than when reporting began in 2017. In other words, in 2021 for every £1 in bonus pay a male earned, a female earned 90p, compared 80p in 2017.

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 4 years.

	April 17	April 18	April 19	April 20	April 21
Mean gender bonus gap	69.5%	62.5%	57.6%	47.8%	40.7%
Median gender bonus gap	20.0%	18.9%	17.8%	5.3%	9.1%
Men receiving a bonus	95.7%	87.9%	80.2%	90.9%	88.1%
Women receiving a bonus	87.6%	90.2%	86.1%	85.6%	96.3%



"the difference is our people"



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