

Gender Pay Gap Report

March 2019



LENDUM

Introduction



“ The publication of the first Gender Pay Gap reports last April confirmed that of all industries, Construction was facing the toughest challenge when it came to redressing job role and wage disparities between men and women.

Despite having some great employment opportunities in dozens of different skilled and technical roles, the industry has a predominantly male workforce and has historically struggled to attract women to its ranks.

Indeed the first set of reports identified that the concentration of men in senior roles within Construction had resulted in a disproportionate representation of women in each pay quartile – particularly in Q3 and Q4.

Lindum's results were encouraging in comparison to many others in the industry but we recognised there was still work to do. 12 months on and it is clear there is still a long way to go to close the gap entirely, but we do take some satisfaction from the improvements our business has seen. Although the gap in Q1 has stayed the same and the gap in Q2 has increased, the gap in the Q4 and Q3 pay bands has decreased. This suggests that since last year, the number of female employees occupying more responsible positions has increased.

Our progress is not just reflected in an improvement in the statutory data points. It is backed up by the stories of individual accomplishments, such as a newly-appointed female Director in our Homes division and the recruitment of our first female Pre-Construction Manager.

Even though we are pleased with our initial success, there is no quick fix to closing the gender pay gap and we are committed to continual improvement. We will keep taking positive steps and work on the principles that the more women we can attract to the industry and the more we support and invest in the talent that's part of our workforce, the closer our Gender Pay Gap will be to a proportionate representation of our team. ”

Warren Glover, Head of HR, Lindum Group



Our Statutory Disclosure

Note: (2018 figures are in brackets)

THE FACTS: Mean gender pay gap 21.7% (23.1) Median gender pay gap 14.8% (15.2) .

THE CONTEXT: These figures demonstrate that there is a difference between the average earnings of men and women within the Lindum Group. This is symptomatic of the construction industry and is caused by having a lower proportion than we would like of women in technical and senior roles.

THE FACTS: Proportion of males receiving a bonus payment 87.9% (95.7) / Proportion of females receiving a bonus payment 90.2% (87.6).

THE CONTEXT: At Lindum, 100% of employees receive an equal share of the company's profits as a bonus once they have been with the business for 12 months. The disparity in the results would indicate that, as of 5th April 2018, 12.1% of males and 9.8% of females were still within their first year of employment and were therefore not eligible.

THE FACTS: Mean bonus gender pay gap 62.5% (69.5) / Median bonus gender pay gap 18.9% (20).

THE CONTEXT: Once again this is a reflection of the gender split in our workforce. At Lindum Group, as is typical in the industry, seats on the Executive Board and roles carrying extra responsibility, such as Contracts Managers and Site Managers have historically been inflexible and not particularly family-friendly. As a result, they often only attract male applicants. As these roles come with performance related bonuses, the company's average bonus - particularly the mean average - has been greater for men.

The maths....

The pay quartiles are four equally divided bands of pay from lowest to highest. Employers calculate their own quartiles based on the overall pay range of their workforce.

The figures are reported as a percentage of male salaries. A mean average involves adding up all of the numbers and dividing the result by how many numbers were in the list. A median average involves listing all of the numbers in numerical order. If there is an odd number of results, the median average is the middle number. If there is an even number of results, the median will be the mean of the two central numbers.

THE FACTS: The proportion of males and females in each quartile pay band

	Q1	Q2	Q3	Q4	Gender Ratio
Women	28.9 (28.9)	18.1 (23.5)	20.8 (17.4)	6.2 (5.4)	19
Men	71.1 (71.1)	81.9 (76.5)	79.2 (82.6)	93.8 (94.6)	81

THE CONTEXT: If these figures mirrored the current demographic of Lindum Group, then each of these quartiles would be 81% male and 19% female.

In reality, women slightly dominate Q1 and Q2 and are under-represented in Q4. However, the fact women make up 20.8% of Q3 is reflection of our efforts to reverse historical trends. What's particularly reassuring is the increase in the percentage of women in Q3 and Q4 compared to last year's results.



Case Studies

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

1: Proactively encouraging more females into the Construction industry, creating a pipeline of talent which will go on to fulfil roles within the higher pay quartiles.

Example: Women into Construction seminar

Lindum hosted a free seminar which was open to females of all ages who were considering a career in construction or simply wanting to discover what opportunities exist in the industry.

Around 30 people came to the event, which included school girls, college students and university students.

On the day, attendees listened to presentations by Lindum Quantity Surveyor Joelle Weaving and Homes Division Director Rebecca Hurst-Miller. The women talked through the jobs they do at Lindum and explained the career paths they had taken.

The attendees also had the chance to meet training providers and even visited the Lindum Teaching Site to try their hands at some of the practical skills involved in construction, such as bricklaying and operating a mini-digger.

One attendee said she had always thought construction would suit her, but until this event she'd had no opportunity to actually try it out.

Another said she had never realised the many and varied roles which exist in the sector and that the day had opened her eyes to the career possibilities available.

Other examples of this action point in practice include: Lindum hosting Construction Clubs at local schools, offering work experience placements and attending careers events.



Case Studies

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

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

Example: From selling homes one day a week to Divisional Director

Rebecca Hurst-Miller joined Lindum 13 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 last year, she was made a Director of the division.

She said: "Obviously I was delighted with the directorship and it does feel nice to have my contribution recognised. I enjoy my job and the responsibility that it brings, working as part of a very capable and hard-working team, and I do believe Lindum is a company that really appreciates that."



Other examples of this action point in practice include: The MD of Lindum Waste is a woman who started with Lindum as an administrative assistant in 2008; one of our female Design Coordinators, who joined Lindum as a HR admin assistant, has been appointed as our Business Improvement Manager (shortly after her return from maternity leave) and one of our cleaners recently completed a week's work experience in our Plant division.

Case Studies

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

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

Example: Kathryn Wood, Senior Administrator and Subcontract Coordinator in 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 covering a range of administrative duties across a variety of roles.

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.

"I came back to Lindum three days a week and took on the role of organising statutory services such as gas, electricity and water for our construction sites," she said.

"But even within this arrangement there was flexibility. If I needed to attend an appointment or if my daughter was poorly, I could shuffle my days to suit me or make up lost hours when it was convenient.

"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, a little boy called Jake, in October 2015.

"When I returned in September 2016 I came back to another three day a week role, this time assisting our team of surveyors and their subcontractors," she said.

"Once again, the culture of the team was that as long as I made sure the work was done, there was flexibility and understanding around other commitments."

At the start of this year, Kathryn upped her hours to four days a week and is planning on returning to five days once her youngest starts school.

"I can honestly say that the loyalty and flexibility shown to me by Lindum is part of the reason I have been here so long and ultimately is the reason why I've progressed to be in role I have today," she added.

Other examples of this action point in practice include : offering employees the chance to stay in employment after pensionable age (our receptionist Sally is almost 80 and knows the company inside out!)

Case Studies

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

4: Ensuring the businesses is underpinned by general policies which ensure equal treatment of all individuals in the workplace.

Example: Equal bonus payments (Performance Related Pay scheme)

Every year Lindum shares 10 per cent of its profits equally with all employees – a unique feature unrivalled by any other UK construction company.

The PRP system is designed to reward all staff, regardless of their job role or seniority, for the success of the company. This means that those in pay quartile one receive the same PRP bonus as those in pay quartile four.

Other examples of this action point in practice include:

We offer access to training to all employees, we have a proportion of senior roles which are offered on a part-time basis, we carry out yearly pay audits to ensure we meet the legal requirement of giving equal pay for equal work and finally, from board level to site office we have a saying that 'the best argument wins' – no matter who it comes from!

