

Gender pay gap report

Gender Pay Gap Statistics

ORDINARY PAY

The table below shows the mean and median gender pay gap based on hourly rates of pay of those employed on the snapshot date of 5th April 2021.

Mean hourly pay difference between male and female employees	15.8%
Median hourly pay difference between male and female employees	14.5%

The mean is the more commonly used average: it adds all the hourly pay rates together and then divides them by the total number of pay rates. In this reporting period our mean gender pay gap shows that women were paid 15.8% less than men as an average across the whole company.

The median is the middle pay rate in the list of pay rates when sorted from lowest to highest. The median is used so that the average is not distorted by a small number of exceptions to the general rule. In the context of the gender pay gap, it removes the distortion that one or two high paid females have on the overall picture. The median therefore presents a better measure of what is happening.

Our median gender pay gap has reduced by 4% percentage points since reporting began.

BONUS PAY

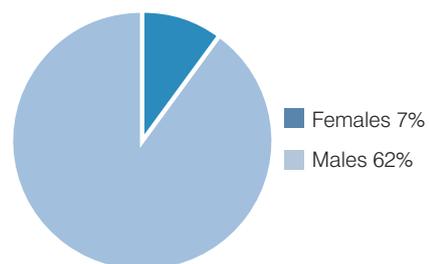
The table below shows the mean and median gender pay gap based on bonus paid during the 12 months to 5th April 2021.

All relevant employees are included in our gender bonus gap calculations as stipulated in the regulations.

Mean bonus difference between male and female employees	74%
Median bonus difference between male and female employees	75%

Proportion of males and females receiving bonuses

The chart below shows the proportion of males and females receiving bonuses in the year to 5th April 2021.



We believe it important to highlight that the coronavirus pandemic temporarily impacted the businesses' ability to deliver its core services, and it was necessary to take several measures to protect the business and its employees.

One of these measures included the suspension of a bonus scheme and as a result a large proportion of our workforce that would ordinarily receive a bonus did not.

These measures helped us to protect the long-term employment of our colleagues.

We are proud to offer 100% of our employees the opportunity to earn bonus and this is reflected in previous years reporting and will continue to be the case moving forward.

Bonuses are awarded based on outputs linked to individual and company performance, which are objectively measurable to ensure bias or discrimination in our reward schemes are avoided. Our bonus structure is role based and is identical for employees completing the same role.

Introduction

We report our gender pay gap in line with the regulations set out in the Equality Act 2010 (Gender Pay Gap Information) Regulations.

We remain fully committed to taking proactive action to reduce our gender pay gap and believe that the interests of the business and its employees and customers are best served by ensuring equality of opportunity and reflecting the diversity of the wider community in our workforce. The aim is for our workforce to be truly representative of all areas of society, and for each employee to feel respected and able to give their best.

This report shows our gender pay gap statistics, our analysis of the causes, and an outline of the actions we are taking to address it.

Gender pay gap and equal pay: what's the difference?

Gender Pay Gap and Equal Pay are not the same and are often confused. The gender pay gap is the difference between the gross hourly earnings for all men and women, expressed as a percentage.

In contrast to equal pay, the gender pay gap is much more a reflection of workforce profile, i.e., the work men and women do and their position in a company's hierarchy.

Whereas gender pay mixes all earnings together, this is not the case with equal pay. Equal pay is about men and women being paid equally for performing the same or similar job roles.

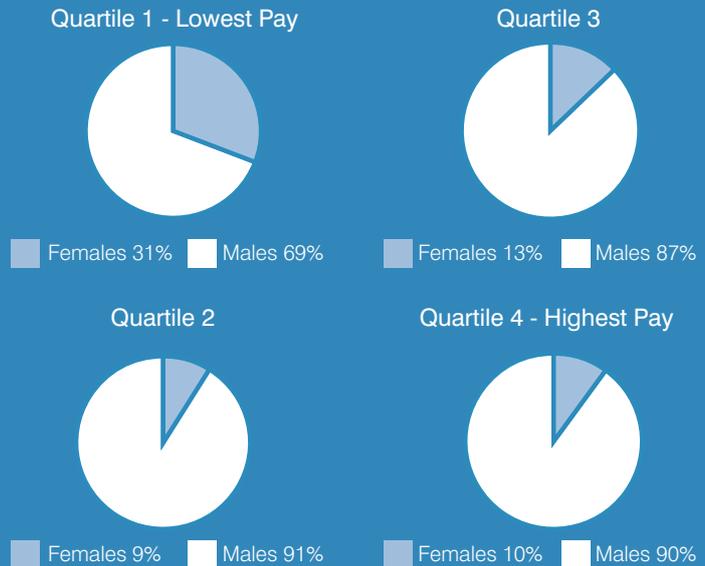
A company can have a gender pay gap despite paying male and female employees equally for completing the same jobs.

We have a clear policy of rewarding employees equally for the same or similar work and have systems and processes in place to ensure this. These include regular internal pay audits, providing equality and diversity training, and pay benchmarking for different job types.



Proportion of males and females in each quartile

The charts opposite show the proportion of males and females in each quartile, from lowest pay to highest pay. Each quartile has an equal number of employees in it.



Summary Analysis

The most significant factor causing our gender pay gap is that only 16% of our total employees are female.

Because a lower number of women are employed, we also have an imbalance in the number of men and women employed at various levels within the organisational structure.

Our female employees are employed in roles at all levels of the organisation, however, we have significantly fewer women than men in each of our pay quartiles and women occupy a greater proportion of our lower paid roles than they do our most senior positions. Typically, people in more senior positions receive the highest pay and bonuses to appropriately reward the level of responsibility they hold.

Closing the Gender Pay Gap

Whilst it is unsurprising that an organisation in the construction industry has a higher number of male than female employees, we will continue to play a proactive and positive role to:

- encourage more female entrants to the market and into our employment
- facilitate the career progression of female employees within our business and the industry

Regrettably we must acknowledge that given the current composition of the industry closure of gender pay gaps within construction are unlikely to be immediate, however we remain committed to a long-term sustainable approach focused on improving the representation of women and all underrepresented groups at each level of the organisation.

Our key areas of focus are as follows:

1. RECRUITMENT AND SELECTION – accessing diverse talent pools and ensuring our recruitment and selection processes are inclusive to increase the number of women (and other underrepresented groups) we employ.
2. ENCOURAGE NEW ENTRANTS TO THE MARKET – creating opportunities that support underrepresented groups to join the industry such as apprenticeship schemes, work experience placements and career change programmes
3. FLEXIBILITY – implement hybrid working for roles that have traditionally been office bound and ensure our front-line site-based roles can be completed more flexibly to make roles more accessible to a broader range of employees
4. REWARD AND RECOGNITION – embed a behaviour framework which recognises and rewards inclusive behaviours at all levels of the organisation and makes career development contingent on this, consider modern and flexible benefits packages that appeal to a broad range of talent including continued offering of enhanced family leave pay

We look forward to sharing our progress in future reports.

I, David Sewell, Finance Director, confirm that the information in this statement is accurate.

Signed:

Date: 31/03/22

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