

BRICK BY BRICK

Working to close the gender pay gap

Seddon Construction is committed to the principle of equal opportunities and equal treatment for all employees; we have a clear policy of paying employees equally for the same or equivalent work, regardless of their sex or any other characteristic.

We recognise that there is an uneven distribution of genders at different levels of the company; the construction industry is traditionally a male dominated sector and more male employees are in construction delivery roles which attract higher salaries and higher incentives.

Our gender pay gap does not stem from paying men and women differently for the same or equivalent work. Rather, the gender pay gap is the result of the roles in which men and women work within the company, and the salaries that these roles attract.

For several years, we've been working to attract more women into construction delivery roles, and into our apprenticeship and graduate programmes however it will take time to improve the situation across the company.

This report shows our overall mean and median gender pay gap for all our employees based on hourly rates of pay. It also illustrates the mean and median difference between bonuses paid to men and women and our quartiles from the lowest paid to the highest paid.

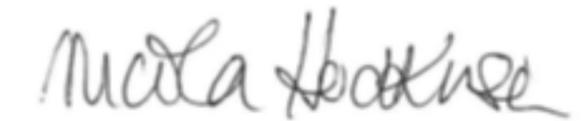
We are concentrating on a number of areas in order to:

- attract and retain more workers by offering more flexible working arrangements.
- identify where our female staff require development and support progression.
- work closely with our recruitment partners to raise profile and attract a diverse range of applicants.
- attract more women into construction delivery roles.
- ensure our recruitment processes are as gender neutral as possible.
- incorporate our gender pay gap data into salary reviews as well as at the recruitment stage.
- develop initiatives that drive cultural change.

We are focused on adopting strategies that foster a workforce and culture that incorporates flexibility, work life balance, and inclusion across all our business operations.



Peter Jackson, Managing Director



Director of Business Services

An Inclusive Workplace for all

Seddon offers services in construction, housebuilding, maintenance, painting and mechanical and electrical work.

With nearly 700 employees we are committed to an inclusive workplace for all, ensuring equality, and we are committed to a diverse workforce.

Gender Pay Reporting Requirements

From April 2017, all UK companies with over 250 employees are required to report annually on their gender pay gap. The Gender Pay Gap is defined as the difference in the average earnings of men and women over a financial year.

Our Gender Pay Gap Report

Pay and Bonus Gap for UK employees

The table below shows our overall mean¹ and median² gender pay gap for all UK employees based on hourly rates of pay as of the snapshot date of 05 April 2017.

It also captures the mean and median difference between bonuses paid to men and women.

Difference between males and females

	<u>MEAN</u>	<u>MEDIAN</u>
HOURLY PAY	26%	27%
BONUS	82%	82%

1 - the mean represents the average difference between male and female payments

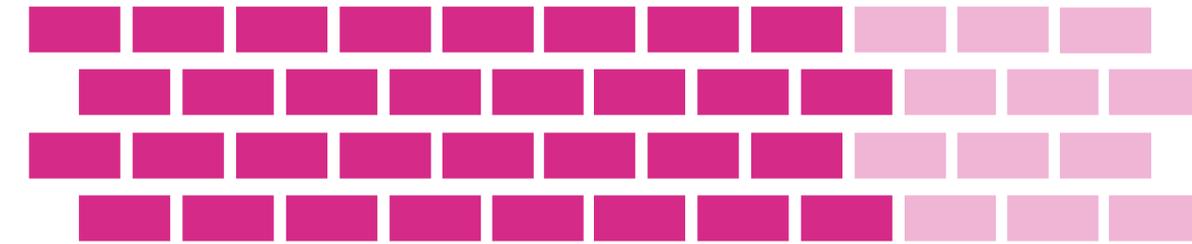
2 - the median represents the mid point between male and female payments

What do the results tell us?

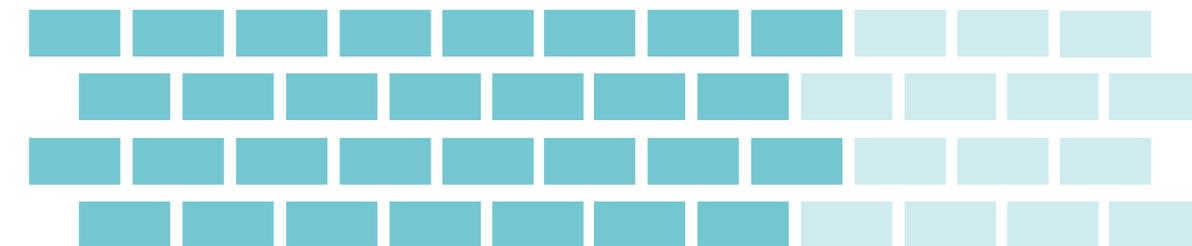
- Women are under-represented in construction delivery roles and at the most senior levels of the business. This is something that we are working hard at improving.
- More must be done to attract more women into construction delivery roles and senior positions. We recognise this will not be achieved instantly and we need to accelerate our initiatives to ensure meaningful change, in the long term.
- The majority of women within Seddon are in administration or support roles that are lesser paid than operational roles.
- Seddon has a higher proportion of part time female employees, which further enhances the gap, based on hourly rate.
- When reviewing bonus pay, the gap is more pronounced due to more female workers being employed in administrative or support roles, in comparison to more male workers in construction delivery roles that attract higher bonuses.
- Our trades people's (predominantly male) salary packages are made up of measured bonus, which further enhances the gap.
- In like for like roles, pay is equal and fair.

Proportion of employees receiving a bonus

69%
of female employees
received a bonus

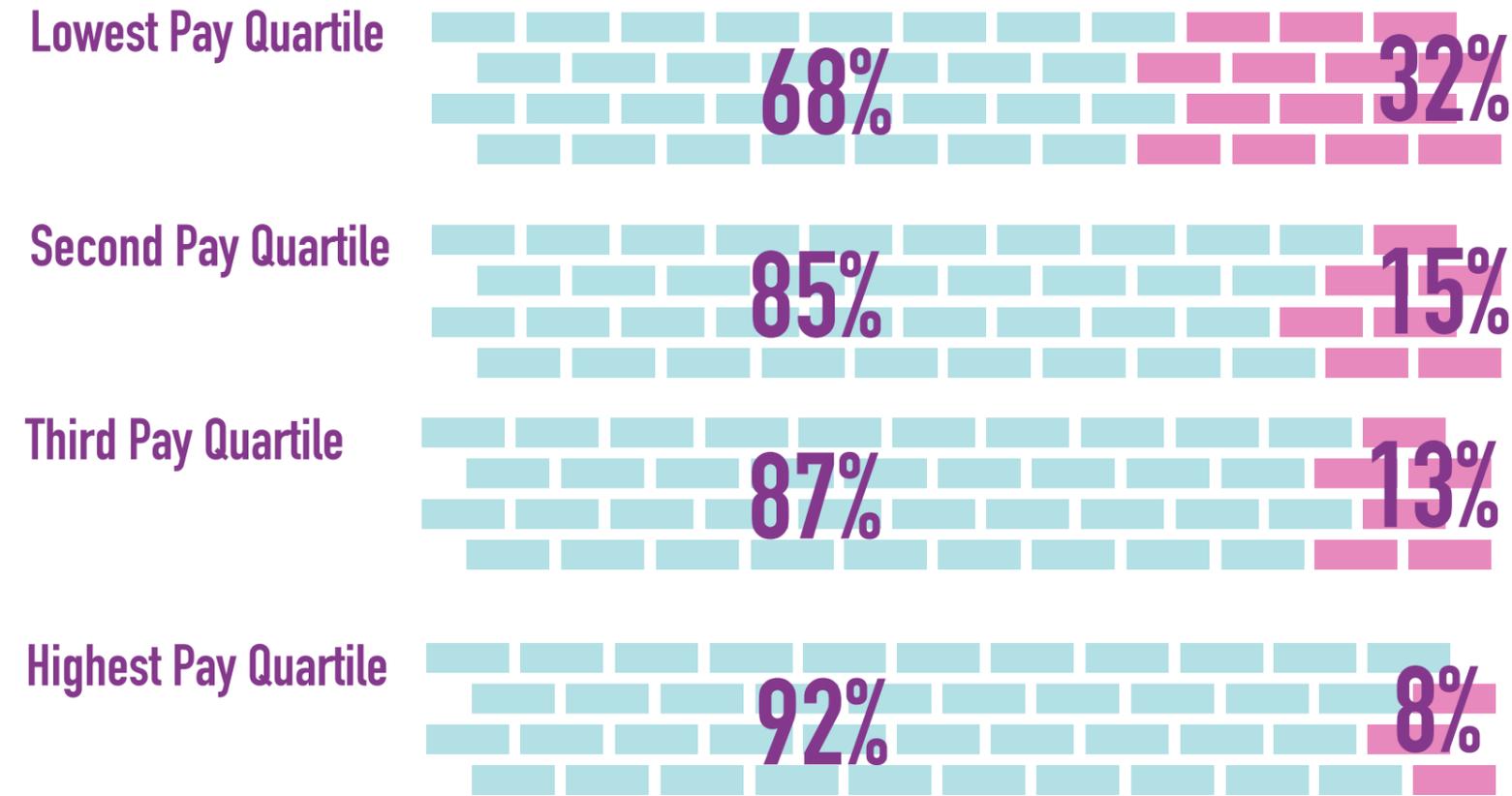


68%
of male employees
received a bonus



Percentage of male and females in each quartile

The data illustrates that more women are employed in lower paid roles and female employee number's are lower than male.



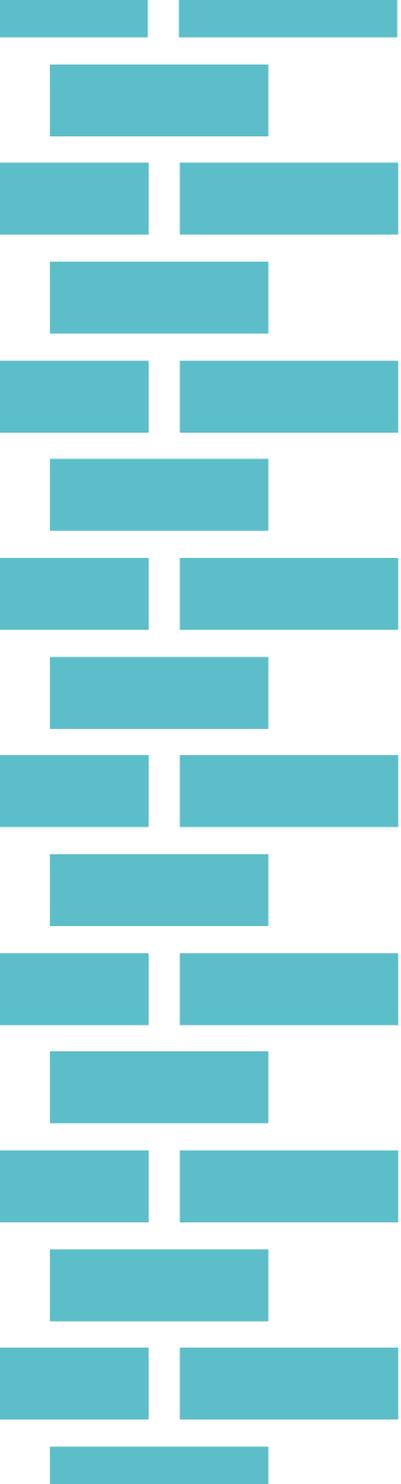
Closing the gender pay gap

We are committed to doing everything we can to reduce the gap, regardless of the gender stereotypes of the construction industry.

Firstly, the industry as a whole must work to attract more women into delivery roles, then support them whilst in position, offering rewarding development opportunities to progress into senior roles. We must allow time for women to progress into senior roles.

Our challenge as an organisation, is to make entry level roles at Seddon more appealing, reviewing our working practices and the benefits around these roles, to encourage more females into the sector.

Through making sustainable improvements to our culture, attraction and recruitment strategies, development and succession planning and retention initiatives, we can help create a more gender balanced workforce



Attraction & Recruitment

Whilst we attract a large number of high calibre of candidates, for roles throughout the company, we receive a higher number of male applicants for construction roles and a higher number female applicants for administrative, support and part time roles.

Our recruitment processes have been put in place to ensure equality for all, however we recognise that more must be done to attract more women into the business, in operational roles.

As a result of this, we are currently participating in a number of initiatives to attract more women into the industry and to our company. These include:

- developing close partnership links with schools, colleges and universities to promote the company and the construction sector.
- changing our recruitment campaigns and job advertisements, to ensure they are as gender neutral as possible.
- developing a long term recruitment strategy to attract women that includes back to work and back to industry initiatives, work placements, qualifications and flexible working.

- including compulsory training on removing unconscious bias as part of our internal line management training programme “Managing the Seddon Way.”
 - actively looking to develop balanced shortlists of male and female candidates.
 - proactively searching for candidates by illustrating, on an ongoing basis, the diverse range of roles that are required for all our construction projects.
 - retiring the stereotype of the hard hat wearing construction worker and replacing it with more gender neutral images to include images of the planner, architect, surveyor, engineer or skilled trade’s person.
 - promote our senior female members of staff so that they are more visible, both within their own work structures and to the next generation.
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Development & Succession Planning

We are committed to the internal promotion of our female workers and have a number of initiatives running focusing on developing the right skills and competences to achieve internal promotion.

Seddon Leadership Programme

In early 2018, Seddon rolled out a Leadership Development programme to ensure we have future successors for senior leadership roles. Our next intake will be 66% female and 33% male. This initiative will aid in more female employees occupying senior level positions and should contribute to closing the gender pay gap.

CITB and Build UK

Seddon works in partnership with the CITB and Build UK and we will work closely with their recommendations now and in the future on how to close the gender pay gap as an industry

Seddon Ambassadors

Seddon employs a number of Ambassadors throughout the company, working on various initiatives to attract applicants to the company. Ambassadors are passionate about what they do and have a desire to pass on their enthusiasm and inspire the next generation of construction professionals.

Marie Hughes Jones – Operations Manager

Marie's career began in operational roles that included both site engineer and project manager.

She joined Seddon in 2015 as Bid Manager however her role quickly developed to managing the bid team, leading a team of four bid submissions coordinators and a bid manager.

Returning to her operational roots, in January 2018, she was promoted to operations manager for our North West Construction Division.

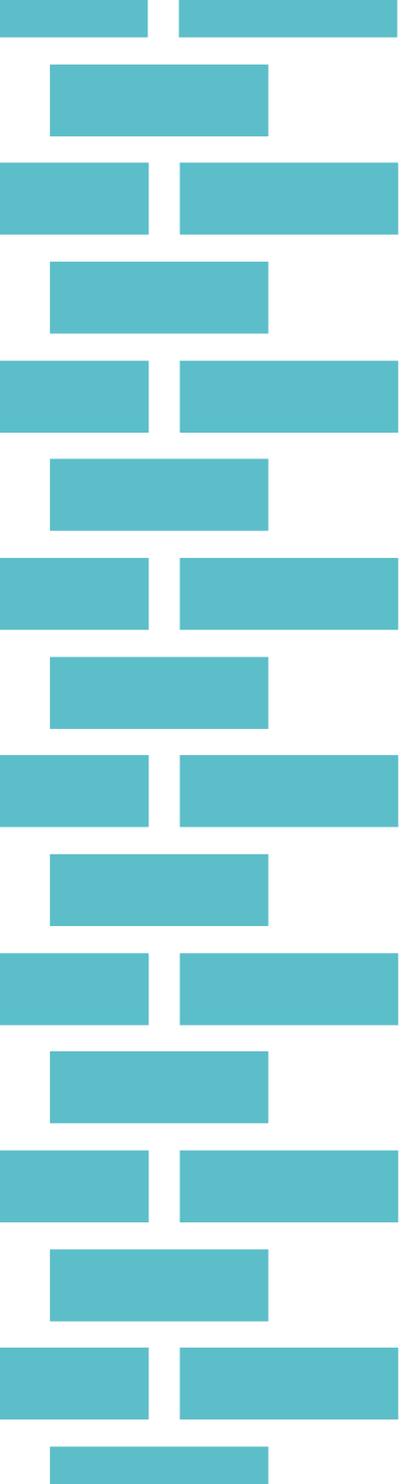


Lisa Elliot – Assistant Site Manager

In 2015, working alongside the local job centre, Lisa was recruited on a 12 week return to work placement following the birth of her child; she joined our training department as an administrator.

Immediately following her placement, Lisa was offered a full time role, and spent over 12 months with the training team, before transferring to a Health and Safety Coordination role. Lisa has more recently transferred to an Assistant Site Manager role and is currently studying for a HNC in Construction.





Culture

Flexible Working

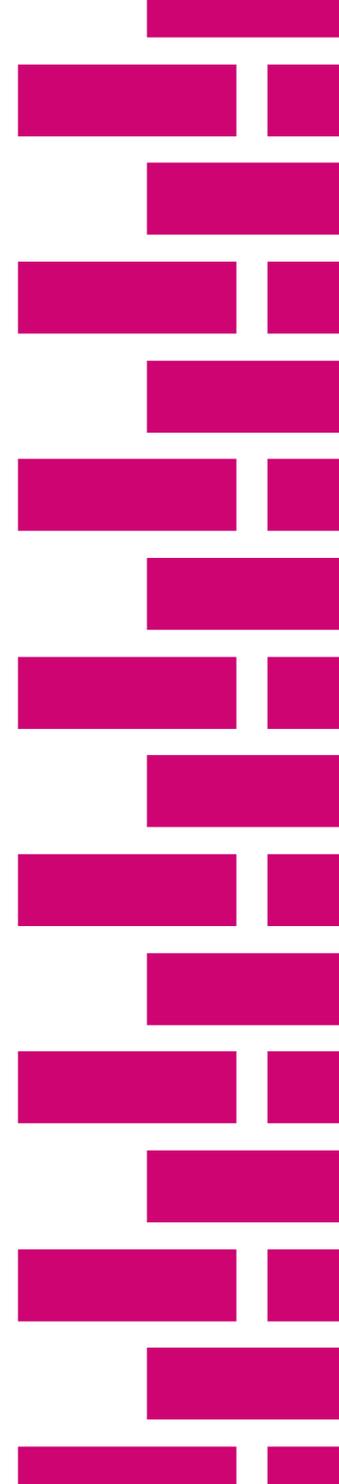
Following the preparation of our gender pay gap data, we have reviewed our flexible working policy to make it clear that employees, in all areas and at all levels of the organisation, will be considered for flexible working regardless of their gender, role and level of seniority, and that flexible working need not be limited to part-time working.

Supporting Parents

Seddon has developed new guidelines for managers on supporting employees prior to, during and on return from maternity/paternity and other parental leave, to be backed up by training for all line managers and senior managers.

Bring your Kid to Work for the Day

Seddon is currently piloting a project where all employees can bring their son or daughter to work for the day. The purpose of this initiative is to demonstrate our office and site operations to future employees.



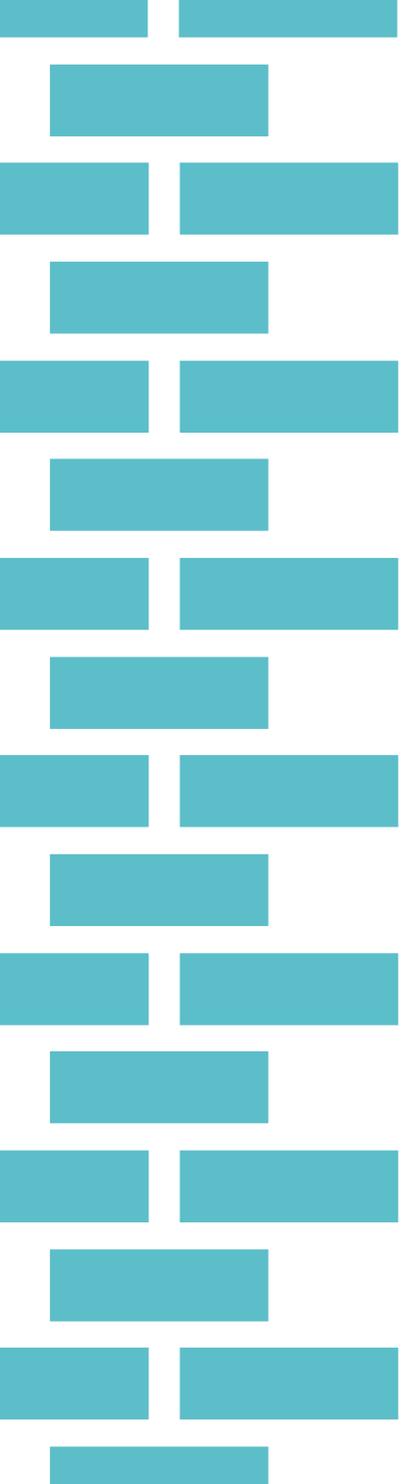
Women's Network

The purpose of the network is to empower women to take control of their careers in construction and at Seddon. Activities include:

- a support network for Seddon women.
- a personal development programme for those wishing to enhance their skills in the industry.
- act as ambassadors/mentors and support the work Seddon does to inspire the next generation and new entrance to the industry.
- promote construction as a careers of choice for females.

Wellbeing & Work Life Balance

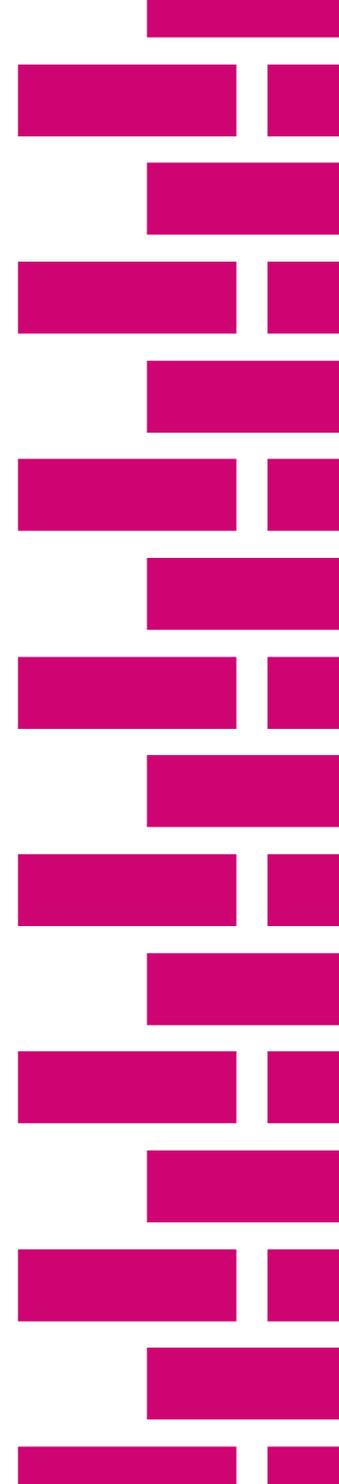
Our wellbeing and work life balance strategy encourages flexible working arrangements in the modern workplace. This includes working from home, working from site or other branch offices, reduced working hours, employee assistance programme, and counselling support.



Retention

Seddon has an excellent record in retaining employees. To support this the company is currently engaging in a number of practices that include:

- reviewing feedback from our employee survey on flexible working, work life balance and internal promotion opportunities.
- developing policies and procedures to support working lifestyles.
- encouraging a phased return to work for employees returning from maternity or other parental leave.
- offering coaching and mentoring programmes to support career development.
- talent management to ensure more women are considered for senior roles and developed throughout their career.
- encouraging all of female employees to interact with our women's network group.



Monitoring

So that we can identify any barriers to gender equality and inform priorities for action, we'll continue to monitor the gender balance to understand the proportions of men and women:

- applying for jobs and being recruited.
- applying for and obtaining promotions.
- leaving the organisation and their reasons for leaving.
- in each role and pay band.
- who take up flexible working arrangements and their level within the organisation.
- who return to their original job after a period of maternity or other parental leave.
- still in post a year on from a return to work after a period of maternity or other parental leave.
- in leadership roles and/or technical construction training schemes.



BECAUSE INSPIRING AND EMPOWERING PEOPLE MATTERS

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