



Seddon

Closing the gaps

*because inspiring and empowering
people matters*

CLOSING THE GENDER PAY GAP AT SEDDON

Seddon Construction offers services in construction, housebuilding, maintenance, painting and mechanical and electrical work. With nearly 700 employees we're committed to an ambitious strategy to attract, recruit, develop and retain the talent and skills we require for the future, creating a diverse, gender balanced workforce. As a company, we're dedicated to supporting all our employees in the workplace, to develop a culture that creates opportunities for everyone, regardless of gender.

It's recognised that there's 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 that attract higher salaries and higher incentives.

Last year we published our first gender pay gap report detailing the difference in hourly pay between men and women across our operations. We had an average pay gap of 26%.

Since the publication of our first report, we've worked hard on several initiatives to reduce the gender pay gap, concentrating on key areas of attraction and recruitment, onboarding, training and development, talent management and succession planning.

One success story is that of the Seddon Women's Foundation Group, which has appointed 36 women ambassadors in the organisation to support female employees at all levels and all roles. We are starting to see the first dividends of our efforts. Our average gender pay gap now stands at 22.7% - down by 3.2% in our first year.

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 and so we recognise that we have more work to do.

We need to continue to be proactive in attracting and recruiting more women into senior roles and construction delivery roles and we know this will be a long-term strategy, but we're committed to achieving it, by focusing on adopting strategies that foster a culture of inclusivity, incorporating flexibility, work life balance, and opportunities across our business operations.



Peter Jackson, Managing Director



Nicola Hodkinson, Director of Business Services

| GENDER PAY GAP REDUCED

The table right shows our overall mean and median gender pay gap for all UK employees based on hourly rates of pay as of the snapshot date of 05 April 2018.

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

	<u>MEAN</u>	<u>MEDIAN</u>
hourly pay ¹	22.7%	27.9%
bonus ²	74.5%	66.6%

	<u>2018</u>	<u>2017</u>
mean bonus gap	78%	82%
median gender bonus gap	66%	82%

Our median pay gap remains unchanged since our previous report (2017), however the average pay gap has reduced from 26% to 22.7 – down by 3.2%. We are pleased that the average pay gap has reduced. However, we do recognise that we need to create a more gender balanced workforce to attract, retain and develop more female employees across the company.

4 1 - the mean represents the average difference between male and female payments 2 - the median represents the mid point between male and female payments

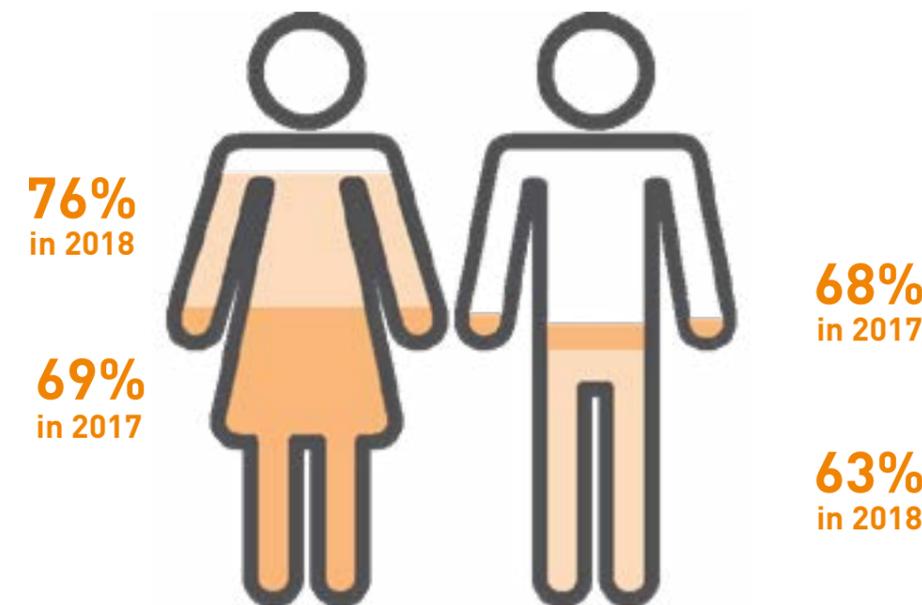
| AT A GLANCE....

3.2% REDUCTION
IN THE SEDDON GENDER
PAY GAP SINCE 2017

16% REDUCTION
IN THE SEDDON MEDIAN GENDER
BONUS GAP SINCE 2017

8% REDUCTION
IN THE SEDDON MEAN GENDER
BONUS GAP SINCE 2017

EMPLOYEES WHO RECEIVED A BONUS



| THE PAY QUARTILES...

Our workforce is male dominated, with **89% male** and **11% female**, therefore our quartiles are gender imbalanced. In order to close the gender pay gap in the future, we must recruit, attract and retain more women in each quartile.



| WHAT THE RESULTS TELL US....

- In our first year, we've made progress with average pay between male and females becoming more aligned. This is due to more women being recruited across the different roles in the business. We recognise that there is still a median pay gap between men and women and we'll address this in our 2019 action plan, and work towards closing the gap.
- Women are still under represented in construction delivery roles and at the most senior levels of the business, so we'll continue to work closely with our recruitment partners to ensure balanced shortlists of male and female applicants.
- There's still more to be done across all levels in the company, to attract more women into construction delivery roles, senior positions and skilled trades jobs. We recognise this will not be achieved instantly and we need to accelerate our initiatives to ensure meaningful change, in the long term.
- Most women in Seddon are performing administrative or support roles, that are paid less than operational roles.
- Seddon has a higher proportion of part time female employees, which further enhances the gap, based on hourly rates.
- When reviewing bonus pay, the gap is pronounced due to more female workers being employed in administrative or support roles, in comparison to more male workers in construction roles that attract higher bonuses.
- Our trades people's (predominately male) salary packages are made up of measured bonus, which further enhances the gap.

THE THREE PILLARS

Seddon is committed to creating a culture that creates opportunities for everyone, regardless of gender. We understand that the construction industry needs to address gender equality. As a company we aim to create a gender balanced workforce by focussing our initiatives around three pillars:

| ATTRACTION AND RECRUITMENT

In order to foster an inclusive culture, we're aiming to attract and recruit a diverse workforce, so we're looking at the way we recruit, to broaden our horizons when it comes to applicant pools. Part of this has been building on our employer value proposition to promote an inclusive workplace. To complement this, we're training our managers on how to conduct effective interviews and to champion equality and inclusivity; part of this has been our unconscious bias training, which is helping to educate our managers and continually raise awareness of this issue.

| DEVELOPMENT

Seddon has a leadership development programme in place that allows the development of all our employees across the business. Using a mixture of networking groups, short courses and structured learning, the programmes create a learning environment, in which our people can develop and grow.

| RETENTION

In order to improve employee retention, Seddon has reviewed its recruitment processes from interview to exit and beyond. This review has included understanding why people join the company, why people leave and what it takes to be successful in-between. Our retention programmes focus on employee engagement initiatives, benefit packages, performance and behavioural change programmes and positive workplace experiences.

THE GENDER PAY GAP JOURNEY

2018

ENGAGE PROGRAMME

Engage was created to open our industry to everyone, from school leavers and graduates, through to people returning to work and those looking to transfer skills to another discipline. We are supporting education providers, return to work initiatives and organisations, to link skills to roles within construction and open doors for long lasting careers.

GENDER NEUTRAL RECRUITMENT

We're working to set realistic diversity targets around our recruitment process. We've started by looking at our job adverts, and the language we use, to make sure they use neutral phrasing that appeals to all audiences. We're also looking at taking personal details off CVs to help remove any unconscious bias when shortlisting for interview.

SALFORD LEADERSHIP PROGRAMME

This programme was created to develop our talent and create leaders for the future. Developed and run in partnership with Salford University, the programme has been designed to equip our employees with the leadership skills and behaviours to develop them in their current and future roles within Seddon.

REMOVING THE UNCONCIOUS BIAS

We've been working with Aftathought, specialist drama based trainers, to bring scenarios to life, helping people to identify their unconscious bias. To date, we have trained over 100 members of the team, helping to support a more inclusive and respectful workplace.

FOUNDATION

Foundation consists of a series of networking groups set up to lead improvement in Seddon, to develop a positive approach, creating a more diverse workforce that drives the success of the business.

The groups are working on issues such as gender parity, flexible working, and supporting people with the common purpose of developing a workplace built on kindness, empowerment and respect.

MANCHESTER BUSINESS SCHOOL

Partnering with Alliance Manchester Business School, we've created a development programme for senior managers that focuses on leadership, strategy and commercial acumen. Delegates undertake work-related challenge and through structured learning and coaching, return to the business with a viable plan to implement to address their challenge.

SUPPORTING OUR PEOPLE

We are committed to supporting our people and have recently reviewed our flexible working, paternity, maternity and shared parental leave policies, to make these as attractive as possible, especially for working parents.

Over the next 12 months, we'll also be reviewing flexible benefits and how this can improve the overall employee experience at Seddon.

AGILE WORKING

To further support our people, we are reviewing the way we work, focusing on the ethos that **'work is a thing you do, not a place you go.'**

We are looking at agile working, including flexible start and finish times, home working and creating office spaces that support collaboration and innovative thinking.

GROWING TALENT

Seddon is committed to the philosophy of growing our own talent. With this in mind we encourage promoting from within, before we recruit in the external market place. During 2017/2018, we promoted 53 people internally (66% male / 34% female). We are committed to training and developing our staff through a variety of programmes.

2019

| MAKING PROGRESS

25% OF ALL APPLICANTS WERE FEMALE COMPARED TO 13% IN 2016-2017

21% OF ALL RECRUITS WERE FEMALE COMPARED TO 13% IN 2016-2017

60% OF ALL LEADERSHIP TRAINING DELEGATES WERE FEMALE COMPARED TO 20% IN 2016-2017

9% OF RECRUITS FOR DELIVERY ROLES WERE FEMALE COMPARED TO 7% IN 2016-2017

64% OF RECRUITS FOR SUPPORT ROLES WERE MALE COMPARED TO 37% IN 2016-2017

| FEEDBACK

"The **leadership programme** really enabled me to consider the skills required in order to lead people and not just manage a function, understanding what creates high performing cultures and how to get the best out of my team and the people that I work with. It also gave me an understanding of the more commercial mechanisms of an organisation, but more than that, it enabled me to realise my own potential and it has given me the confidence to drive my career to the next level."

KAT HEALEY, HEAD OF TRAINING

"Being a woman in construction has never been detrimental for me. I've been with Seddon for for three years, and in that time my role has developed significantly, culminating in my appointment to Director, and I've received a great deal of support getting to that point. There is a huge amount of leadership development available and through our Foundation group I have an inspirational group of peers who provide the role of a critical friend. In my own team I have a great board who both challenge and encourage, at the right time. I'm happy to pass this forward now, and mentor a young (male) site manager, whilst also facilitating my own Foundation network group."

KATY HARRIS, PRECONSTRUCTION DIRECTOR

"Since I have joined the women's group I have felt that we have more of a voice within the business. We are working on flexible working and have been able to give our views / opinions on what will or won't work. It's nice to know that our opinion's will count towards positive changes."

FOUNDATION GROUP MEMBER

"I feel like the Foundation Group is not only tackling and identifying issues within the business that affects women directly and also males, but provides a support network. I've enjoyed the action learning groups, listening to other peoples advice, and also learning from other members of the groups problems / issues that they have had and how they have overcome them."

FOUNDATION GROUP MEMBER

"I undertook the course at **Manchester Business School** which was around being a better leader. They objectives of the course was to be a better me, be more strategic and to be able to make something happen. This has helped structure my team, gain more confidence in networking and help me be more forward thinking when developing my department business plan."

LIZ GROUNDLAND, HEAD OF SHEQ

"In my opinion the support of the group has been invaluable and allowed me to grow the confidence to challenge the status quo and have some difficult but beneficial conversations with my manager, it has also allowed me to realise my importance within the Seddon business and showed me that if and when I am ready to grow within my role or indeed look to branch out to other roles within the organisation, I will be well equipped to do so."

FOUNDATION GROUP MEMBER

"The resilience session that we had was one of the most interesting, as were able to see what our strengths and weaknesses are, which happened to be accurate for most of us in the room. I reflected on my current role and it helped me to see where improvements could be made as well as identifying my strengths, which was empowering."

FOUNDATION GROUP MEMBER

I FOUNDATION WOMEN'S GROUP



DEBBIE SIZER
DIRECTOR OF CARE



LIZ GROUNDLAND
HEAD OF SHEQ



KAT HEALEY
HEAD OF TRAINING



MARIE HUGHES JONES
OPERATIONS MANAGER



KATY HARRIS
PRECONSTRUCTION DIRECTOR



SALLY-ANN SMITH
HEAD OF MARKETING AND COMMUNICATIONS

OBJECTIVES

- Develop a women's leadership group with a female board lead.
- Develop further Women's network groups, led by a member of the leadership group.
- Assign a mentor, coach, networker or industry facilitator to each group and support each member with personal development/career plan.
- Assign each group to an industry engagement/attraction project, as part of our Engage Programme.
- Promote Seddon and the industry at organised events/external networks as part of CPD
- Create an action plan to deliver the objectives

KEY MEASURES

- Improve female retention rate
- Increase the number of women included on leadership training
- Increase the number of women employed in construction based roles
- More female representation at leadership level

I am so very proud to lead this fabulous group of women and although it is a shame that any business or industry should need to have a Women's Group in this day-and-age, we recognise that much work is needed for our industry to be seen by women as a "go to career".

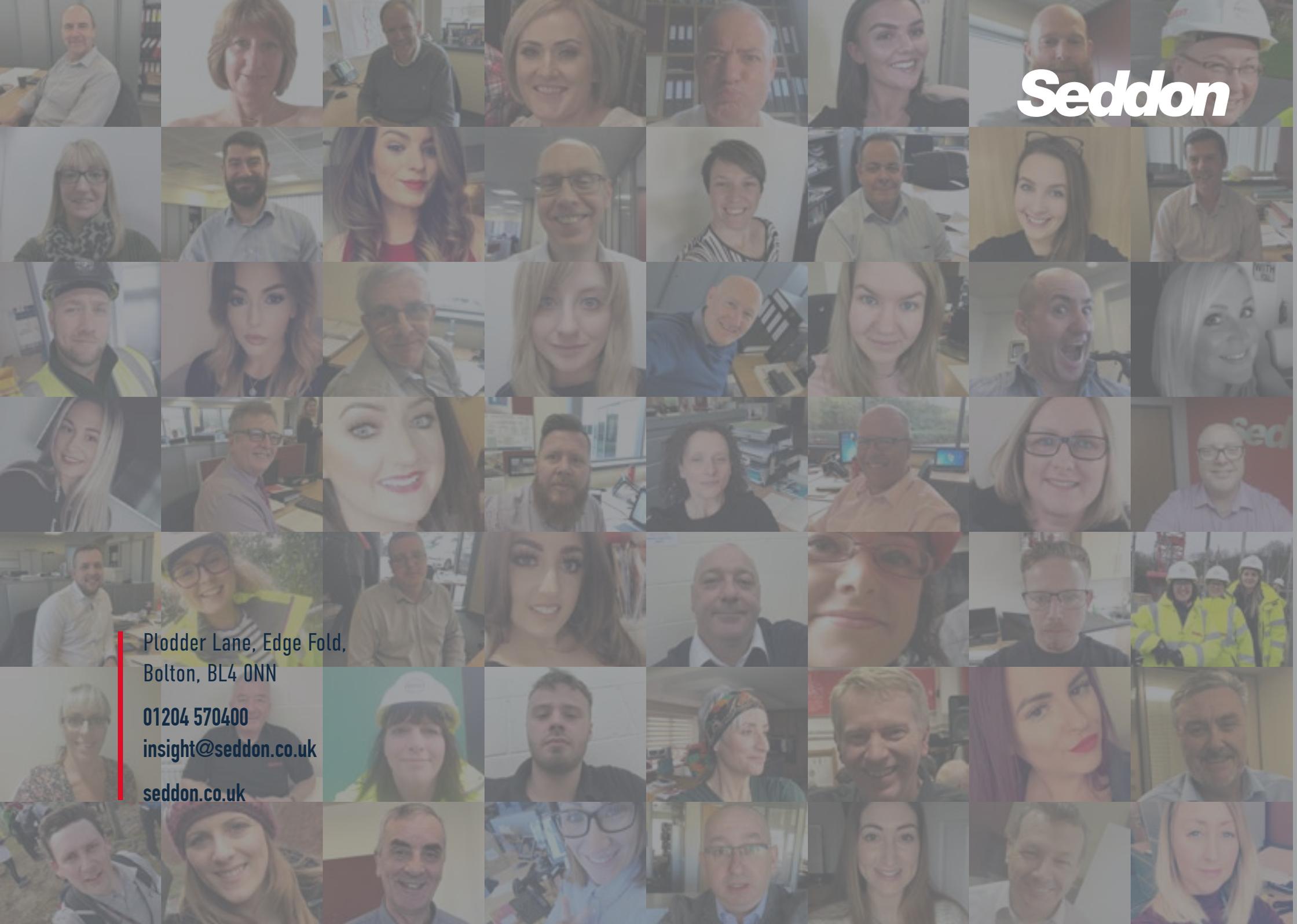
Our main focus this year has been the perception and image of the construction industry and how we can promote its qualities to young women. Our ambassadors have been delivering our Engage programme in schools, colleges and universities which has been fabulous in building confidence and personal development. For some it is the first time they have addressed an audience or presented to a group. The women in the groups are also supporting each other with action learning techniques, mentoring and coaching, which has proven to be very beneficial in their day-today responsibilities.

And so in 2019, we'll continue to deliver our Engage Programme and have already started to investigate "work is a thing you do not a place you go" and how we can support working families better. I look forward to a really exciting year working with these groups, supporting each of them and seeing them grow and flourish.

Kindest Regards

Nicola





Seddon

Plodder Lane, Edge Fold,
Bolton, BL4 0NN

01204 570400

insight@seddon.co.uk

seddon.co.uk