

REPORT

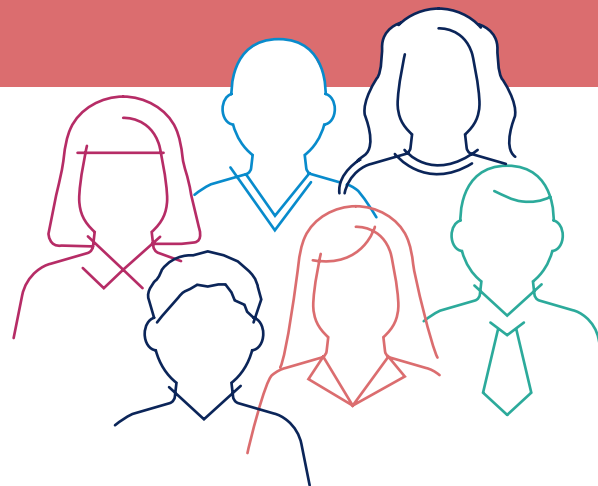
GENDER PAY REPORT

APRIL 2021



CONTENTS

| | |
|----------------------------|----|
| Introduction | 1 |
| Creating a better tomorrow | 4 |
| Rewarding fairly | 5 |
| Our data | 6 |
| Building the future | 10 |



CONTACT

Andrew Reynolds

Chief Executive

e. andrew.reynolds@uk.rlb.com

Sarah Draper

Head of People and Culture

e. sarah.draper@uk.rlb.com

INTRODUCTION

We have experienced an unprecedented year as a result of COVID-19 and the associated restrictions. The impact on our working life, personal situation and on wider society has been far reaching.

The last year has seen people working from home, juggling childcare and worrying about vulnerable friends and family as well as dealing with economic uncertainty. It has sadly had a disproportionate impact on some more so than others. The pressure on females in taking on more childcare responsibilities and domestic duties has been well documented* and the additional health concerns of those from ethnic communities.

Within our own industry sector, it is widely acknowledged that there is a challenge facing the construction industry around diversity and inclusion.

Set against this backdrop, whilst we recognise that there is more to do, at RLB we are striving to be an employer of choice, attracting and retaining a diverse workforce that is representative of the communities we work in. RLB's values include leading by example and shaping the future of our industry. In line with these values we are developing our employees and equipping them with the skills they will need to thrive, as the demands of the industry change.

* Boston Consulting Group - 'Easing the COVID19 Burden on working parents' (May 2020)

The gender pay gap data highlighted in this report continues to move in the right direction but we know there is more to be done. We are continuing to build on the initiatives already in place to accelerate on diversity and inclusion.

We would like to pay credit to our fantastic team at RLB who have worked incredibly hard during this last year and continue to help us to drive the change we need.

“we know there is more to be done. We are continuing to build on the initiatives already in place to accelerate on diversity and inclusion.”



Andrew Reynolds
Chief Executive

A handwritten signature in black ink, appearing to read 'Andrew Reynolds', positioned below the printed name and title.

CREATING A BETTER TOMORROW

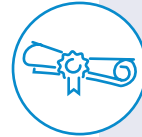
At RLB we are striving to create and enhance an inclusive workplace culture where diversity is not only accepted but valued and built into our culture - creating opportunity for all.

Diversity and Inclusion is on the Board agenda, embedding it through everything we do and creating a conscious focus for our leaders, as we strive to remove barriers across the business.

Building on the foundations of our Diversity and Inclusion Steering group, we have formed the Diversity & Inclusion community to support RLB towards progressive inclusion in the workplace. The group will promote, champion and encourage diversity, inclusion and equality at RLB. The group will consider the suggested future strategic agenda and will advise and make recommendations on appropriate initiatives and activities that will help RLB achieve its diversity aims.



We have commenced workshops creating conscious awareness of diversity and inclusion, unconscious bias and calling everyone to action. This is supported by mandatory training for the whole company.



Our Future Professionals Programme encompasses a number of work experience and internship programmes, cultivating young talent and helping them get into the construction industry.



Our Bucknall's First Rung initiative, led by our graduates, encourages NEETS (Not in Education, Employment or Training) into the construction industry.



We are targeting and actively engaging with both primary and secondary schools and colleges across the UK to promote careers in construction.



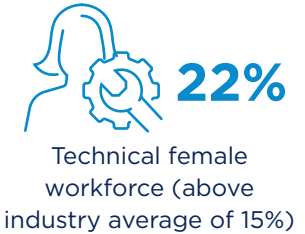
The David Bucknall Scholarship provides financial assistance and support to construction students in higher education and is now in its fourth year.

REWARDING FAIRLY

We are proud to have been Equality Assured for eight consecutive years, to be a signatory to the RICS Inclusive Employer Quality Mark, and to be Living Wage accredited.

By engaging in an annual external salary review across industry, which examines the alignment of salary bandings and ranges, we are confident that men and women receive appropriate competitive pay for roles performed. Our internal annual salary review process includes rigorous review of pay across the business and also concludes that RLB provides equal pay for equal work, regardless of gender.

We are a member of the ENEI which is the leading employer network promoting equality and inclusion in the workplace. ENEI is the only employer-led membership organisation advising on all aspects of equality and inclusion in the workplace.



OUR DATA

OUR DATA AND WHAT IT MEANS

In 2020, the snapshot date for calculating the Statutory Gender Pay Gap, occurred just after the introduction of the first Lockdown and the Government Job Retention Scheme. This meant that for those colleagues on furlough this has been deemed a period of leave. As a result, this reduced the number of full-pay relevant employees whose data we could use to calculate our gender pay gap. Coupled with three months of pay cuts, this meant that our median gender pay gap is 18.5% which is not representative of the reality.

Our report outlines the Statutory Gender pay gap, incorporating the impact of Furlough and pay cuts on our data and gap, but to be more transparent we also calculated what this gap would have been had everyone remained on full pay as at 5 April 2020. The actual pay gap is therefore 29.5%, a 2.2% reduction on the previous year.

STATUTORY GENDER PAY GAP

This is the statutory data that we are required to publish. This year's data looks like we have made significant progress, however, it factors in those employees that were furloughed on 5 April 2020, as this is deemed a period of leave and the fact that we had pay cuts across the business.



Median gender pay gap

18.3%



Mean gender pay gap

16.5%

Using the median figure means that for every



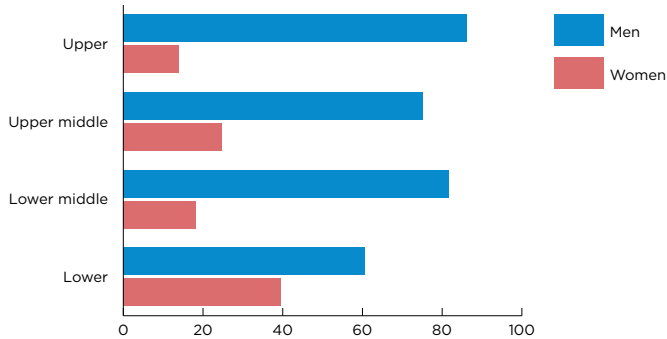
£1 that the middle man earns
the middle woman earns **£0.82**

The gender pay gap is the difference in adjusted hourly rates between men and women; adjusted hourly rates include elements of ordinary pay plus any bonus payments received in the same month's payroll. These adjusted hourly rates are shown as the middle (median) and the average (mean) values.

OUR DATA

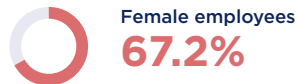
PAY QUARTERS

This shows the proportion of men and women throughout the organisation and then in each quarter of the hourly pay range. These quarters group the hourly rates from lowest (Lower) to highest paid (Upper) employees.



BONUS PAYMENT RATIO

These are the proportions of men and women who received bonuses during the previous financial year to 05 Apr 2020:



GENDER BONUS GAP

This is the average difference in bonus payments made during the period 06 Apr 2019 to the 05 Apr 2020. Once again, the median and mean values are shown:



Median gender pay gap
33.3%



Mean gender pay gap
41.7%

Using the median figure means that for every

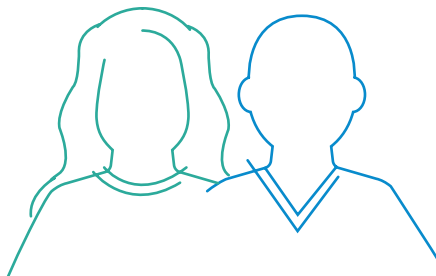
▼
£1 that the middle man earns
the middle woman earns **£0.67**

OUR DATA

ACTUAL 2020 GENDER PAY GAP

To ensure that we are still moving in the right direction and making progress, we have reviewed our data as if the furlough pay and pay cuts weren't effective as at 5 April 2020.

This table shows that we have seen a small reduction in our median gender pay gap since 2019.



| | 2020 | 2019 | 2018 | 2017 |
|-----------------------------------|-------|-------|-------|-------|
| Median pay gap | 29.5% | 31.7% | 36.2% | 32.7% |
| Mean pay gap | 26.5% | 26.4% | 30.8% | 28.1% |
| Bonus gap median | 33.3% | 25% | 23.1% | 58.3% |
| Bonus gap mean | 41.7% | 44.8% | 44.4% | 45.8% |
| Bonus distribution - men | 70.2% | 68.8% | 62.8% | 3.5% |
| Bonus distribution - women | 68.8% | 63% | 66.4% | 4.9% |

BUILDING THE FUTURE

HOW WE ARE WORKING ON CLOSING THE GAP

We have committed to turn up the dial on our diversity and inclusion initiatives as a business and to improve our gender pay gap.

We know that we have more to do and this will take time, but every step will help. We will review and adapt our initiatives to achieve the right results for our employees, our business and the wider industry. We have a number of initiatives already in place and will be building upon this over the next year.

DELIVERED



We have reviewed and are now **enhancing our family friendly policies and parental support**. We will also be reviewing our benefits to ensure they will attract and retain our employees across all the generations.



We have made the **promotion process more transparent** and introduced female representation on every panel.



We have introduced **agile working & core hours**, training managers to ensure fair and consistent application of it across the business. This will enable employees to maintain the empowerment they have had over the last year helping them to balance work and family lives whilst providing a best in class service to our clients.



We have introduced **flexible working arrangement from day one**, enabling us to attract the best talent into our business.

BUILDING THE FUTURE

INITIATIVES BEING INTRODUCED

INTRODUCING



We are **building career development programmes** to support and develop everyone, helping them to be their best selves. We are simplifying our promotion processes to ensure greater transparency in the process.



In addition to flexible working from day one, we are exploring more **targeted recruitment to attract part-time employees and women returners.**



We are **encouraging employees to speak on industry panels** and will be providing training to give them the confidence to do so.



We are **building Diversity and Inclusion into our skills and behaviours frameworks** and all partners and employees will be held accountable, with links to Partner reward.



We are planning to **introduce mentoring and reverse mentoring** across the business to support knowledge sharing and development of all employees.

RLB.com

AFRICA | AMERICAS | ASIA | EUROPE | MIDDLE EAST | OCEANIA

