

REPORT

GENDER PAY REPORT

APRIL 2022



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INTRODUCTION

This is the fifth year we have published our gender pay data, and throughout this period RLB has seen steady progress towards better gender balance and diversity within our business.

The key statistics have improved as a result of our policies and initiatives. We are determined to address the gender pay gap and issues of inclusion as we work towards building a better tomorrow for RLB and the construction industry.

The challenges from COVID-19 and the associated restrictions have continued to impact working life as we established a new balance between the home and office. Working within an environment of continual change increased the need for flexibility and we responded accordingly, implementing a new hybrid working policy. Wellbeing also remained high on our agenda to ensure that all our colleagues, in particular those more negatively impacted by the pandemic, felt supported both professionally and personally.

The temporary pay cuts implemented in 2020 are on course to be repaid within the next three months.

We continue to strive to be recognised as an employer of choice, attracting and retaining a diverse workforce that more accurately reflects the communities we work in and being

transparent in the reward and recognition of our employees. Our focus on initiatives to drive diversity and inclusion are having a positive impact at RLB. Our gender pay continues to reduce and all key metrics show improvement, underpinned by activity focused on recruitment, retention and progression.

However, at an industry level there are still too few women at senior levels and low ethnic diversity within most businesses. Addressing these challenges is key to building a better workforce with the right skills for the future. We therefore continue to help shine a spotlight on gender equality and inclusion and to play our part in maintaining this issue as a strategic priority for the industry.

I confirm that the information contained in this report is accurate.



Andrew Reynolds

Chief Executive and Global Board Director

A handwritten signature in black ink, appearing to read 'Andrew Reynolds', positioned over a faint line-art background of a building.

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.

The Diversity and Inclusion community, established to promote, champion and encourage diversity, inclusion and equality at RLB, has made significant steps this year, supporting a data gathering exercise which helped shape the activity over the last 12 months



All employees have attended 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.



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



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



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



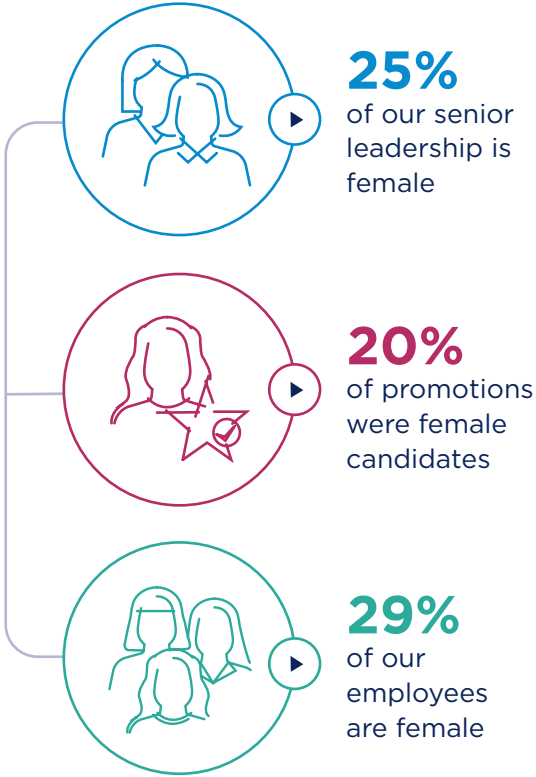
Our Bucknall's First Rung initiative, led by our graduates, encourages NEETS (Not in Education, Employment or Training) into the construction industry.

REWARDING FAIRLY

We are proud to have been Equality Assured for nine 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 the 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.



INITIATIVES DELIVERED IN 2020/2021



Established mentoring and reverse mentoring partnerships across the business.



Introduced the RLB Senior Leadership Charter, signed by all Partners, a commitment to removing barriers.



Created a D&I Roadmap for change, focusing firstly on talent attraction, through hybrid, flexible working and family friendly policies.



Introduced salary bandings which are used for hiring, internal salary reviews and promotions, ensuring fairness and consistency of pay within the business.



Improved diversity of interview panels and alternative recruitment sources has provided more diverse candidates across the business and for our graduate scheme.



RLB graduate programme - an important pool of future leaders - has an improving gender balance. In 2020, 21% of our intake was female, In 2021, this was 27%.



Enhanced our paid maternity leave policy and introduced paid leave for carers.



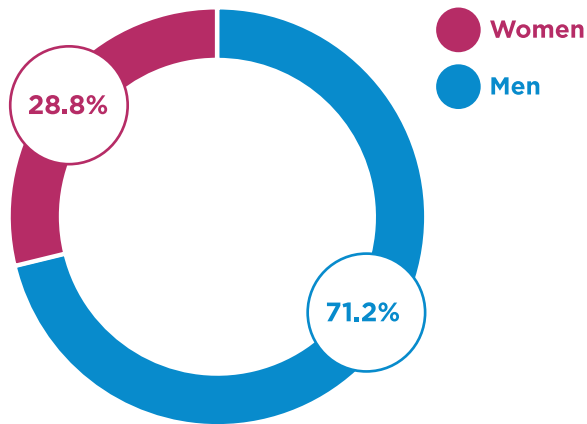
Helped colleagues be aware, understand and mitigate the impact of unintentional gender biases through workshops and targeted communications.

OUR DATA

GENDER PAY GAP

The statutory data that we are required to publish is based on 648 people employed on 5 April 2021.

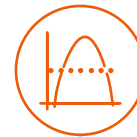
The gender pay gap is the difference in adjusted hourly rates between men and women; adjusted hourly rates include elements of ordinary pay plus any bonus payments received in the same month's payroll. These adjusted hourly rates are shown as the middle (median) and the average (mean) values.



MEAN GENDER PAY GAP

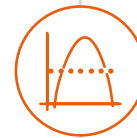
The mean gender pay gap is the difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees

The mean gives an overall indication of the size of the gender pay gap.



2021 mean gender pay gap

21.5%



2020 mean gender pay gap

26.5%

There has been a **5%** reduction in the mean gender pay gap from **2020 to 2021**

OUR DATA

MEDIAN GENDER PAY GAP

The median gender pay gap is the difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.



2021 median gender pay gap
21.3%



2020 median gender pay gap
29.5%

From 2020 to 2021 there has been an 8.2% reduction in the median pay gap

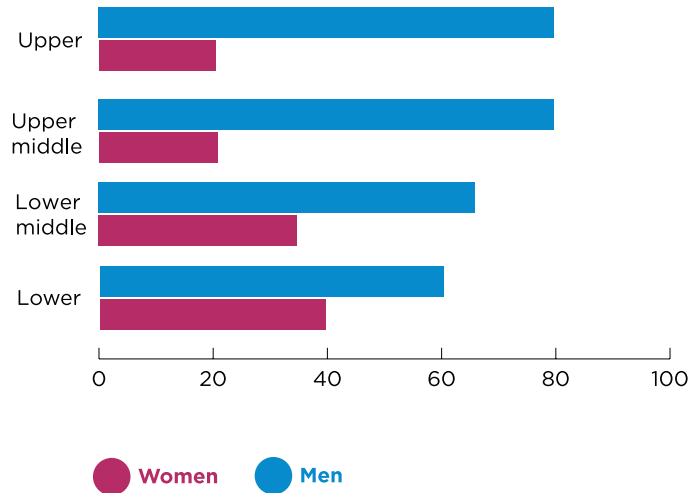


Using the median figure means that for every **£1** that the middle man earns the middle woman earns **£0.79**

PAY QUARTERS

The mean gender pay gap is the difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.

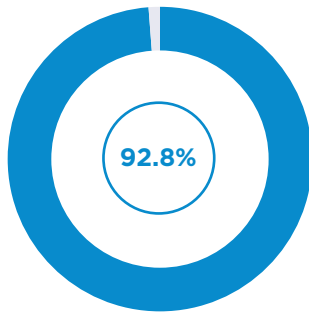
The mean gives an overall indication of the size of the gender pay gap.



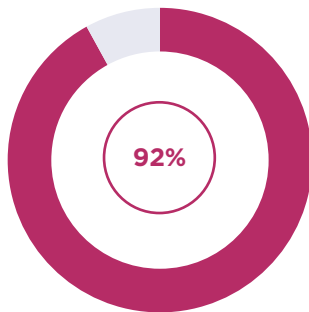
OUR DATA

BONUS PAYMENT RATIO

These are the proportions of men and women who received bonuses during the previous financial year to 5 Apr 2021.



Male employees
92.8%



Female employees
92%

GENDER BONUS GAP

This is the average difference in bonus payments made during the period 6 Apr 2020 to the 5 Apr 2021.



2021 median gender
bonus pay gap
14.6%



2021 mean bonus
gender pay gap
21.8%

Using the median figure means that for every **£1** that the middle man earns the middle woman earns **£0.85**

OUR DATA

MEAN GENDER BONUS PAY GAP

The mean gender bonus pay gap is the difference between the mean bonus pay paid of male relevant employees and that paid to female relevant employees.



2021 mean gender bonus pay gap
21.8%



2020 mean gender bonus pay gap
41.7%



From **2020** to **2021** the mean gender bonus pay gap has decreased by **19.9%**

MEDIAN GENDER BONUS PAY GAP

The median gender bonus gap is the difference between the median bonus pay paid of male relevant employees and that paid to female relevant employees.



2021 median gender bonus pay gap
14.6%



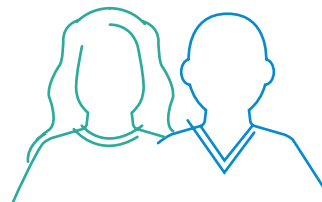
2020 median gender bonus pay gap
33.3%



From **2020** to **2021** the median gender bonus pay gap has decreased by **18.7%**

OUR DATA

This is the fifth year we have published our gender pay data, and throughout this period RLB has seen steady improvement in our metrics and progress towards better gender balance and diversity within our business.



	2021	2020	2019	2018	2017
Median pay gap	21.3	29.5	31.7	36.2	32.7
Mean pay gap	21.5	26.5	26.4	30.8	28.1
Bonus gap median	14.6	33.3	25	23.1	58.3
Bonus gap mean	21.8	41.7	44.8	44.4	45.8
Bonus distribution - men	92.8	70.2	68.8	62.8	3.5
Bonus distribution - women	92.0	68.8	63	66.4	4.9

Note: In 2020 the data that we published in line with the statutory guidelines included the data for employees that were impacted by furlough and pay cuts and therefore not our actual pay gap. The median pay gap of 18.3% and mean of 16.5% represented that data. The figures above for 2020 of 29.5% and 26.5% are what our gap would have been if everyone remained on full pay.

BUILDING FOR THE FUTURE

HOW WE ARE WORKING ON CLOSING THE GAP

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 and we will continue to work to create an environment that is fair and equitable for all.



Created a Women's Community, open to all employees in the business. The group is a sub-committee of the Diversity and Inclusion community and is an inclusive group which welcomes everyone to be allies, whether that's through supporting events, initiatives and activities, or by being a part of the working team.



Introduced D&I metrics within the business plan, linking to reward. Partners will be measured and supported to ensure that they are meeting these targets within their business area and across the whole company.



Launching management training and encouraging open conversations between managers and team members through mandatory check-ins scheduled every 13 weeks.



Launched the RLB Learning Hub, supporting career paths and learning for all. This is supplemented by confidence and imposter syndrome training across the business.

BUILDING FOR THE FUTURE



Flexible and part-time working is available to everyone and all roles are advertised with flexible working available immediately to encourage applications from women.



Introducing gender balanced shortlists for all internal and external hiring.



Actively participate in the industry. Head of People & Culture, Sarah Draper, and other senior leaders speak at conferences and on panels to promote efforts to boost gender diversity and inclusion across the built environment.



We signed the Construction News Inspiring Women Pledge and Menopause Workplace Pledge.



Hold membership of business specific diversity groups to help support, promote and retain women and diversity in the Construction Industry, including Women in Property, Building Equality, BPIC, Building People and ENEI.



Enable a culture where concerns can be raised to colleagues and leaders or through an anonymous whistle blowing hotline.



This year we also began collating data to enable us to report our ethnicity pay gap in the future. This data will set a benchmark against which we can report and track our progress.

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