

REPORT

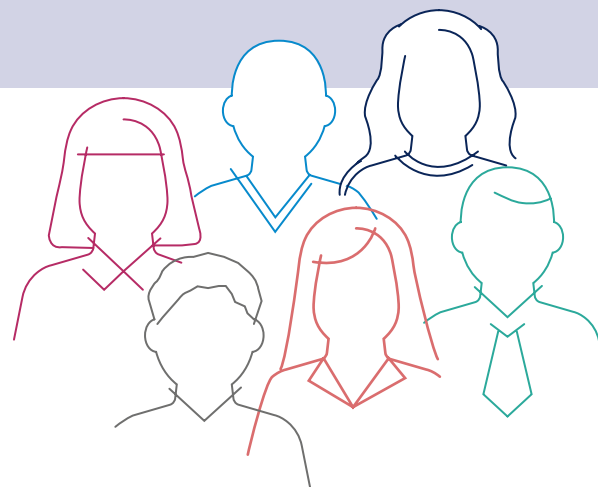
GENDER PAY REPORT

APRIL 2022



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INTRODUCTION

Diversity and inclusion is essential to the fabric of our business and we believe in building a diverse and inclusive environment where each person can be themselves, feel valued for their contribution and be challenged and supported to reach their full potential.

The financial year 2021/2022 has been a successful period for RLB; supported by the addition of 320 new employees joining our business, the opening of two new offices in Belfast and Cardiff, along with the evolution of our existing offices to further support more agile ways of working.

This rapid increase of talent has not fundamentally changed our overall gender balance, but has improved the balance of female representation at certain levels across the organisation.

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. To support this aim, we have set out an action plan to drive balanced representation, throughout our company in the years to come.

We have continued to work with the industry to try to improve diversity as there are still too few women, women at senior levels and ethnic minorities within most businesses. It is essential that we all work together to build an inclusive workforce with the right skills for the future.

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



Andrew Reynolds

Global Chairman and Chief Executive UK & Europe

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

CREATING A BETTER TOMORROW

RLB strives for an inclusive workplace culture where diversity is not only accepted but valued and built into our culture. We have made significant steps this year to promote, champion and encourage diversity, inclusion and equality at RLB.

A key focus of our 2030 strategy is to develop High Performing People and Culture. Our vision is to create a better tomorrow for people in our industry where our culture is a differentiator, our people are valued, rewarded and developed continuously through the life of their career at RLB. Our goal is for our people to lead by example, upholding our ethics of trust, respect, transparency and high performance, having significant pride, passion and ambition for our company and the industry.

As part of our commitment to establishing a diverse and inclusive team and to continue to step up and make changes in the industry, RLB has signed up to Building People, to aid us in connecting with a wider and more diverse range of talent within the built environment. Building People's vision is "to improve the built environment both socially and through economic value by creating a better connected and more inclusive industry".

We have developed a virtual work experience programme and continued to run our Bucknall's First Rung initiative, led by our graduates, to cultivate young talent and NEETS (Not in Education, Employment or Training), and help them get into the construction industry.

Our graduates work closely with schools and community groups in deprived areas serving as both STEM and RICS ambassadors to encourage NEETS to consider a career in construction. This includes sharing their personal experiences, career advice and helping to deliver mock interviews and CV writing skills, to help prepare students for interviews.



REWARDING FAIRLY

We are proud to be a signatory to the RICS Inclusive Employer Quality Mark, and to be Living Wage accredited.

Each year we engage in an external salary review across the industry to examine the alignment of our salary bandings and ranges. By using external benchmarking alongside a rigorous review of our employees' professional experience and qualifications, we are confident that our employees are compensated fairly and all employees receive equal pay for equal work, regardless of their gender.

In this, our April 2022 submission:



25%
of our Senior Leadership team is female.



29%
of our employees are female.



We saw an increase in the number of females being promoted internally within the business with **22%** of all promotions being females.

We are also proud members of:

- WOMEN IN PROPERTY
- ENEI
- RICS Inclusive Employer
- Constructing Rainbows
- Black Professionals in Construction - Gold Partner
- Disability Confident employer status
- Investors in People - Gold
- Tide Benchmark - Silver
- Neurodiversity in Business

Our Investors in People survey showed us that:



“94% agreed that our organisation is committed to recruiting a diverse workforce.”



“95% agreed that our organisation values the contribution of employees regardless of their social background.”

INITIATIVES DELIVERED IN 2021/2022



Set annual objectives relating to protected characteristics which are monitored by our senior leadership group.



Supporting national monthly awareness campaigns.



Ensured senior leadership is visible and active in all RLB communities, with the launch of a Women's Group, RLB Pride and a Menopause Community.



Introduced an anonymous support line across all offices.



Successfully delivered mentoring and reverse mentoring across the business with over 100 active pairings.



Opened two new offices and saw the evolution of our existing offices to support a flexible hybrid working approach, including Line Manager training to ensure "One RLB ways of working" is consistently applied.

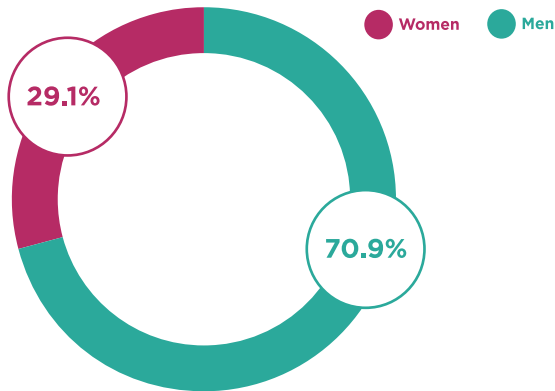
OUR DATA

GENDER PAY GAP

The statutory data that we are required to publish is based on 837 people who were employed on 5 April 2022. This is a 29% increase in headcount since our 2021 submission. This population is also used to measure our gender bonus gap and bonuses paid percentages.

Our gender pay gap percentages and pay quarter distribution are based on 827 people.

In this slightly reduced population, we had 586 men and 241 women:



Our gender pay gap has remained constant this year. We saw a significant increase in employees for the reporting period with the recruitment of females making up a greater proportion of new joiners than in previous years.

The increase in recruitment of females is as a result of our continued push for diverse shortlists for all roles. We continue to support recruiting managers, ensuring diversity of interview panels and utilising alternative recruitment sources to provide more diverse candidates across the business.

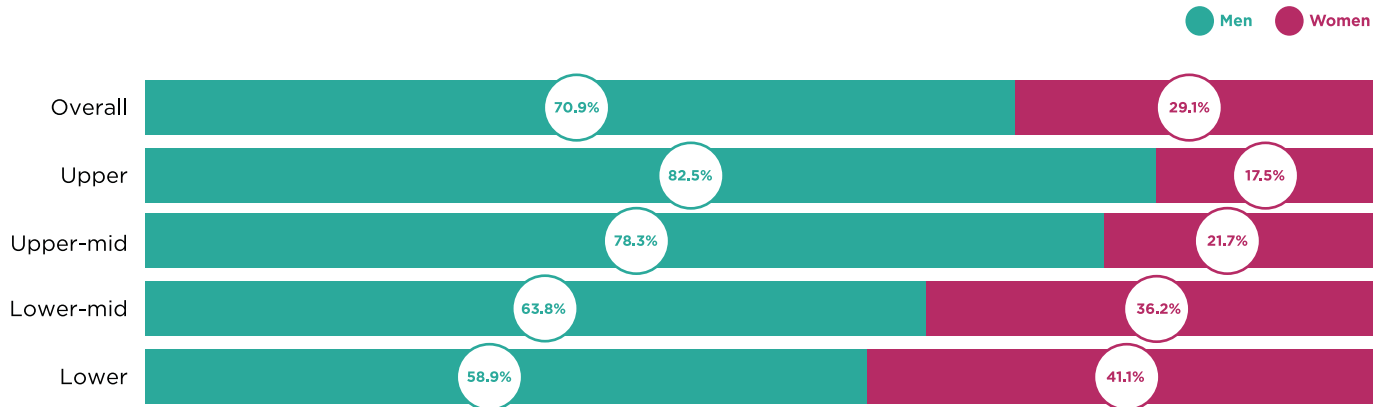
It is also important to highlight that different jobs are paid at different levels dependent on the role they are performing, both for men and women. The biggest gaps are at the two ends of the spectrum. We saw a significant increase in employees for the reporting period with the recruitment of females making up a greater proportion of new joiners than in previous years.

OUR DATA

PAY QUARTERS

The following chart shows the balance of men and women throughout the four quarters of the pay range from the highest to the lowest paid.

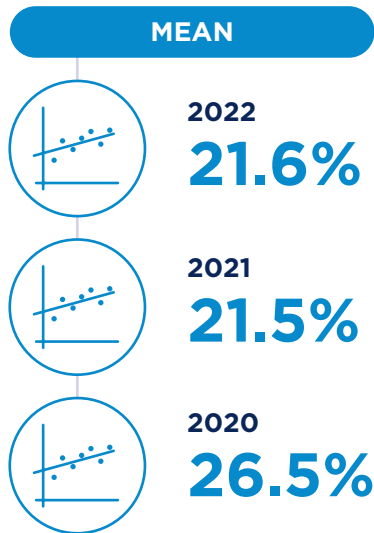
The data highlights that our business is currently underrepresented by women in the upper quarter which is disappointingly reflective of the sector and the challenges experienced with the current job market and a limited pool of experienced female talent.



OUR DATA

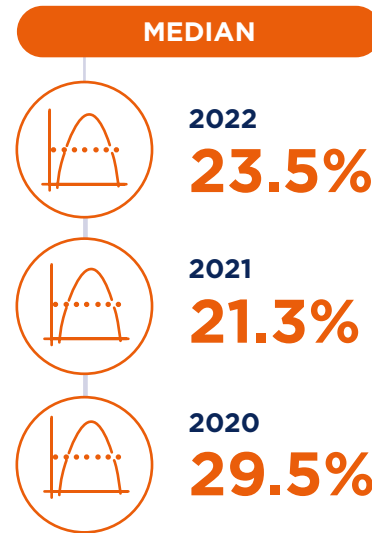
MEAN GENDER PAY GAP

The **Mean Gender Pay Gap** is the difference between the average hourly rate of pay of male full-pay employees and that of female full-pay employees.



MEDIAN GENDER PAY GAP

The **Median Gender Pay Gap** is the difference between the hourly rates paid to men and women.



GENDER BONUS PAY GAP

BONUS PAYMENT RATIO

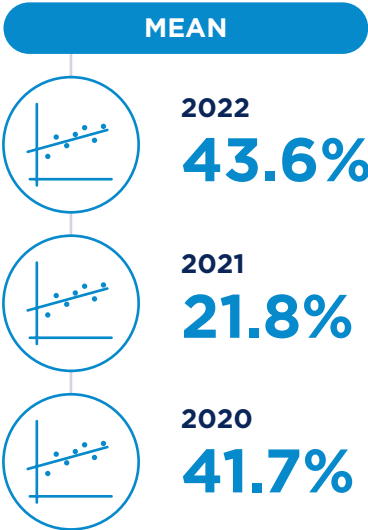
These are the proportions of men and women who received bonuses during the previous 12 months to 5 April 2022.



GENDER BONUS PAY GAP

MEAN GENDER BONUS PAY GAP

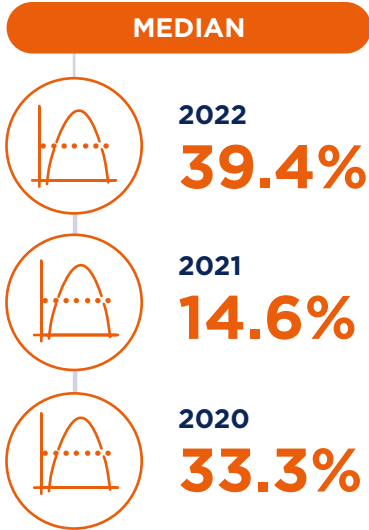
The Mean Gender Bonus Pay Gap is the difference between the mean bonus pay paid of male employees and that paid to female employees.



MEDIAN GENDER BONUS PAY GAP

The Median Gender Bonus Pay Gap is the difference between the median bonus pay paid of male employees and that paid to female employees.

Using the Median figure means that for every £1 the middle man earns the middle woman earns £0.60.

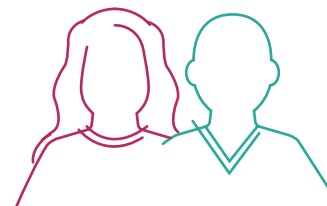


GENDER BONUS PAY GAP

Although our Bonus Pay Gap has increased, it is not as a result of our female employees being paid less, rather an imbalance in the number of women in senior roles. This is a result of an increase in the number of employees in the business at lower pay quartiles where discretionary bonuses are paid rather than Partnership Profit Share.



YEAR ON YEAR COMPARISON



	2022	2021	2020	2019	2018	2017
Median pay gap %	23.5	21.3	29.5	31.7	36.2	32.7
Mean pay gap %	21.6	21.5	26.5	26.4	30.8	28.1
Bonus gap median %	39.4	14.6	33.3	25	23.1	58.3
Bonus gap mean %	43.6	21.8*	41.7	44.8	44.4	45.8
Bonus distribution - men %	65.4	92.8*	70.2	68.8	62.8	3.5
Bonus distribution - women %	62.8	92.0*	68.8	63	66.4	4.9

*Extraordinary year due to Covid-19

BUILDING FOR THE FUTURE

HOW WE ARE WORKING ON CLOSING THE GAP

The data highlighted in this report shows us that whilst our commitment is absolute, there is more that can be done to continue moving in the right direction, to rebalance the representation of women across the organisation with increased representation of women at senior levels.

We continue to build on the initiatives already in place to support our objectives, and we will continue to strive to create an environment that is fair and equitable for all.

One of our key strategic aims is to deliver ethical performance through diversity, inclusivity and wellbeing, creating a truly ethical and diverse business, enabling everyone to perform at their best and to fulfil their potential.

We will deliver this target through our D&I Strategy, Training and Working Groups and by attracting and retaining a diverse talent pool.

Our key actions include:



Upholding a fair and consistent recruitment and interview process, with all of our interviewing managers completing training to support them. The development of our job descriptions to ensure that they are relevant, modern and inclusive to continue to attract diverse talent to our business.



Providing supportive and approachable professional services within the business, supporting a diverse and inclusive culture and environment.



Ensuring fair and consistent reward review and benchmarking activity.

BUILDING FOR THE FUTURE



Developing and embedding our talent management and succession planning processes to continue to provide transparent and equal opportunities for all employees.



Conducting at minimum, annual employee engagement survey and focus groups.



Enhancing engagement with our reverse mentoring programme.



Signing the Armed Forces covenant.



Simplified promotion processes and competence frameworks for all employees.



The launch of our management training programme.



Conducting regular continuous conversations and check ins to support career development.



Sharing stories and supporting the industry through speaking on panels and wider contribution to moving the dial in the industry.

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