



GENDER PAY GAP REPORT 2018



Stanmore Quality Surfacing Ltd (SQS) is a family run reinstatement company serving the energy, gas, water, local authority and commercial sectors in London and the South East of England. SQS provides high quality reinstatement and highways maintenance services which include excavation, reinstatement and civils works.

As we continue to grow our business, we are committed to ensuring SQS endures to be a great place to work, where all employees feel included, are supported to perform in their role and helped to realise their full potential.

The objective of gender pay gap reporting is to highlight the difference between the average hourly pay for men and women across the company. This is different to equal pay, which is the right for men and women to be paid at the same rate of pay for work that is of equal or equivalent value.

Our gender pay gap report covers the following areas:

1. People
2. Data
 - a) What is the mean and median gender pay gap
 - b) What is the mean and median gender bonus pay gap
 - c) What is the proportion of employees receiving a bonus
 - d) What is the quartile band distribution for pay
3. Actions to address the gender pay gap

Introduction

Gender Pay Gap Statement 2018

SQS Data

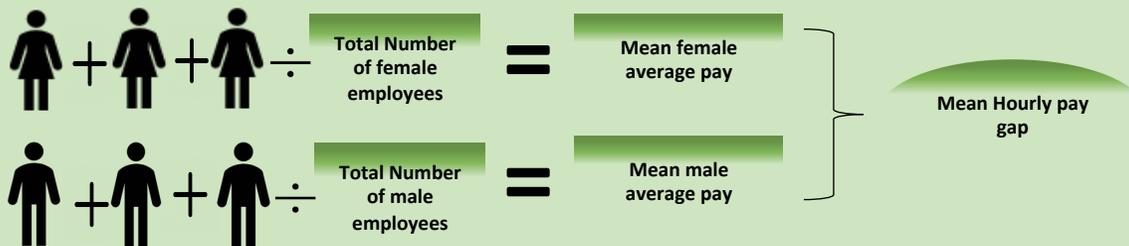
GENDER PAY GAP



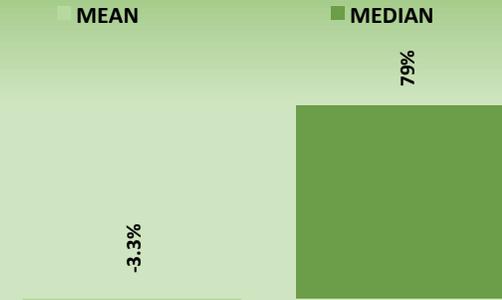
The gender pay gap is the difference between the average hourly rate of pay received by male and females at SQS.

The mean gender pay gap = 5.8%
The median gender pay gap = 20%

How we Calculate the mean Difference



GENDER BONUS PAY GAP



The gender bonus gap is the difference between the amount of the bonus payments made to male and female employees.

The mean bonus pay gap = -3.3%
The median bonus pay gap = 79%

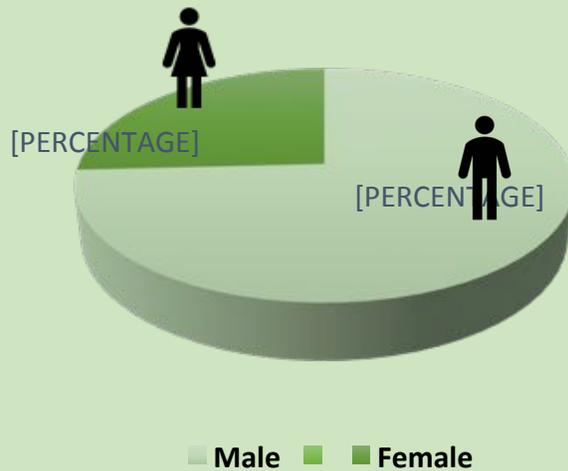
How we Calculate the median Difference



SQS Data

At the snapshot date of 5 April 2018 bonus payments were only made to those working within the Operations Function & Leadership Team.

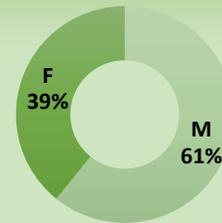
Proportion of employees receiving bonus



A contributing factor to our bonus gap is linked to the main company bonus scheme being linked to the financial performance within the Operational function in the business. For the period in question there were more men who received a bonus. We understand we have more to do to improve our bonus scheme gap.

Quartile Pay Band Distribution

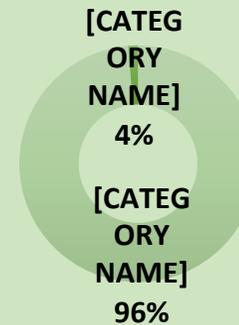
Lower Quartile



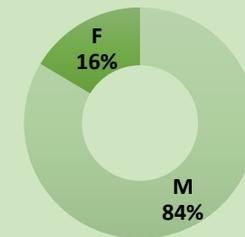
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile



The quartile pay band distribution is calculated by ranking the hourly rates of all employees and dividing the list into 4 equal parts and working out the percentage of males and females in each of the 4 quarters. Each quartile is made up of 74 employees.



The actions we are taking to address the Gender Pay Gap



At SQS, we have a positive commitment to Equal Opportunities and Respect for All. The key actions we are taking to reinforce this together with our overall commitment to gender pay include the following:

1. Our Leadership team is a strong and established team and it continues to have a 30% female representation, which includes one of our two Executive Directors.
2. We are holding focussed development programmes, led by our female Executive Director and is the key to enabling SQS to build their bench of capable successors to management and leadership roles. This group is made up of both genders, 21% are females and two of these 14% are earmarked for promotion.
3. We currently sponsor 3 employees pursuing degree courses to enable the possibility of promotion and increased pay in the role of Quantity Surveyors; all sponsored employees are currently female.
4. 2 employees are sponsored for their finance qualifications, 1 of each gender, again enabling the possibility of promotion and increased pay.
5. We offer Team Leading and Management, NVQ training qualifications to support our first line management development. Currently we have 24 employees enrolled of which 16% are female. We are currently shortlisting the next cohort and prioritising female interest.
6. All job opportunities are advertised in a gender neutral manner and managers are trained to select the best person for the job.
7. In order to ensure our recruitment, selection and promotional opportunities are applied fairly and consistently, we continue to ensure all relevant policies are regularly reviewed and updated to ensure they are fair and equitable to all genders.
8. We have a Flexible Working Policy in place for all. This policy has enabled our maternity returners to come back to work and the majority of females on maternity leave return to work at SQS in some capacity of flexible working. We will continually and actively promote the benefits of flexible working for both genders, however more often these are more attractive to females, e.g. childcare vouchers, part time & flexible working.
9. The 'Simply Better' programme in place actively encourages employees across the business to "have their say". We are committed to hearing feedback from employees and where possible implementing relevant ideas raised. This includes equality and diversity.



Our People



Katrina O'Connor
Executive Director

A handwritten signature in blue ink, appearing to read 'K O'Connor', enclosed in a thin green rectangular border.

SQS employs over 300 employees across Operations and Head Office Support Functions, which include Safety, IT, Customer, Business Support, Commercial, Finance, HR, Training and Payroll.

We strive to create an environment where all employees can work, develop and succeed regardless of their gender or any other personal characteristic. In line with our Equal Opportunities Policy, at SQS, our objective is to attract employees of different age, background and nationality.

We recognise that we currently have a gender pay gap, the key reasons for this are common to the construction industry, in that our operational employees, are predominately male and they receive shift premiums and performance related bonus payments. The nature of our work, which is working directly on the excavation and reinstatement of our roads and highways, attracts more men than women. Our Operations function including Operational Managers is made up of 70% of the SQS workforce.

We have a 30% female representation in our leadership team.

At the snapshot date of 5 April 2018, bonus payments were made within Operations and to the Leadership team only, both areas are predominately male and this is the main reason for the bonus gender pay gap.

There is absolutely no intention to reward the difference between genders for the same work. We are confident that our male and female employees receive equal pay for work that is of equal or equivalent value.

Whilst we ensure all applicants and employees are treated the same, we continue working to challenge the industry norm that mainly attracts male applicants to work within our Operational Functions.

As one of 2 Executive Directors at SQS, I continue to work with the females within our Company to promote their education, training and development and progression to more senior roles.

I confirm that the gender pay gap data contained in this report for Stanmore Quality Surfacing Ltd is accurate and has been produced in accordance with the guidance by Arbitration and Conciliation Service (ACAS).