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## GENDER PAY GAP REPORT 2021

# Gender Pay Gap Statement 2021

## Introduction



Annually, employers with 250 or more employees must carry out and publish the statutory calculation under the Equality Act 2010 (Gender Pay Gap). 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.

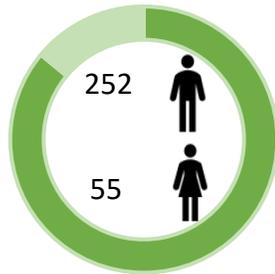
Stanmore Quality Surfacing Ltd (SQS) is a family run Reinstatement Company, serving the Energy, Gas, Water, Local Authority and Commercial sectors across London, East Anglia and Southeast of England. SQS provides high quality reinstatement and highways maintenance services which includes excavation, reinstatement & civils works. As we continue to grow our business, we are committed to ensuring SQS continues to be a great place to work, where all employees feel included, supported to perform in their role and helped to develop to realise their full potential.

The SQS gender pay gap report covers an Introduction, our People and our Data, it also covers:

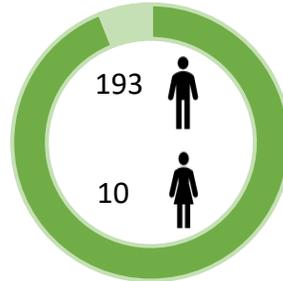
- The mean and median gender pay gap
- The mean and median gender bonus gap
- The proportion of employees receiving a bonus
- The quartile band distribution for pay
- Actions in place to address the gender pay gap

# Our People

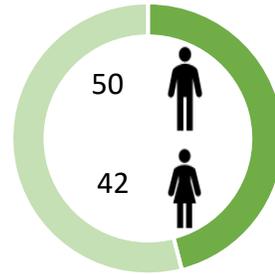
## Overall Workforce



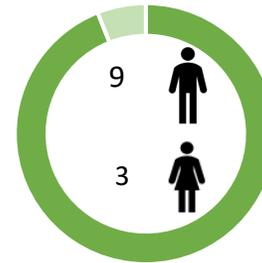
## Operations



## Support Functions



## Leadership Team



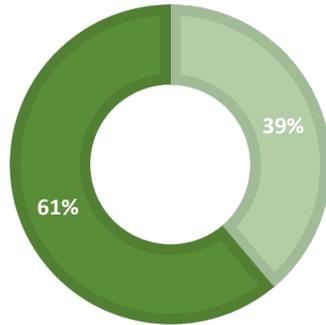
SQS employs just over 300 employees across its Operations and Support Functions. Support functions include Safety, IT, Customer, Business Support, Commercial, Finance, HR, Training and Payroll.

- SQS works consistently to ensure the environment created is one that enables all employees to work equally, develop and succeed regardless of their gender or any other personal characteristic. We have in place our Equal Opportunities policy and we work to ensure we continue to attract employees of different age, background, gender and nationality at SQS.
- Our trend continues to show a gender pay gap and we are fully aware that this gap is significantly influenced by an unequal distribution of men and women working across our Operations Function. The number of male and female employees within our Support Functions is a more equal distribution between genders.
- The Gender Pay Gap is not due to any intent to reward the difference between genders for the same work, demonstrated by the more equal balance of male and female workers. We are confident that our male and female employees receive equal pay for work that is of equal or equivalent value.
- All of our Senior Managers within the Operations Function are male and we believe this is a common factor across the construction industry. We have recently promoted our first female to a Site Manager position.
- Our predominately male element of operational employees, work on the excavation and reinstatement of our roads and highways, and they receive shift premiums and performance related bonus payments. At the snapshot date of 5 April 2021, bonus payments were only made to those working within Operations which is the main reason for the gender bonus gap.
- Bonus schemes are continually under review within SQS and we continue to explore the potential of bonus schemes in line with our business growth.
- Whilst we ensure all applicants and employees are treated the same, we continually challenge the industry norm that mainly attracts male applicants to work within our Operational Functions.

# SQS Data

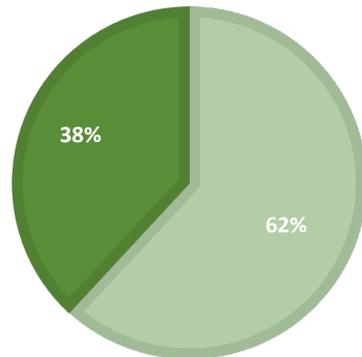
The **gender pay gap** is the difference between the average hourly rate of pay received by male and females at SQS.

The mean gender pay gap = 14%  
The median gender pay gap = 22%

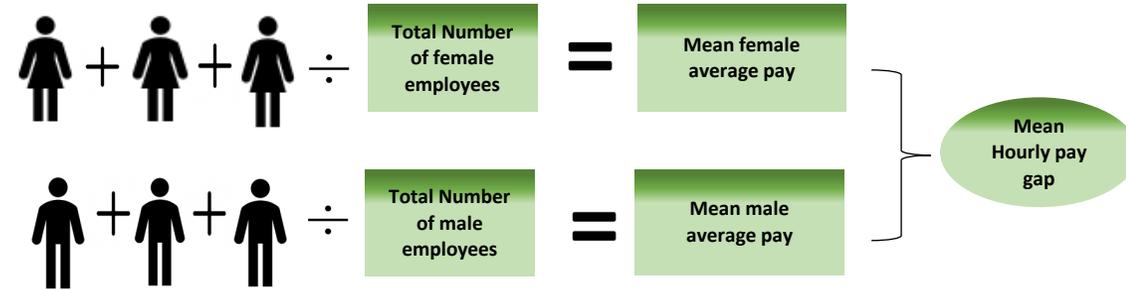


The **gender bonus gap** is the difference between the amount of the bonus payments made to male and female employees.

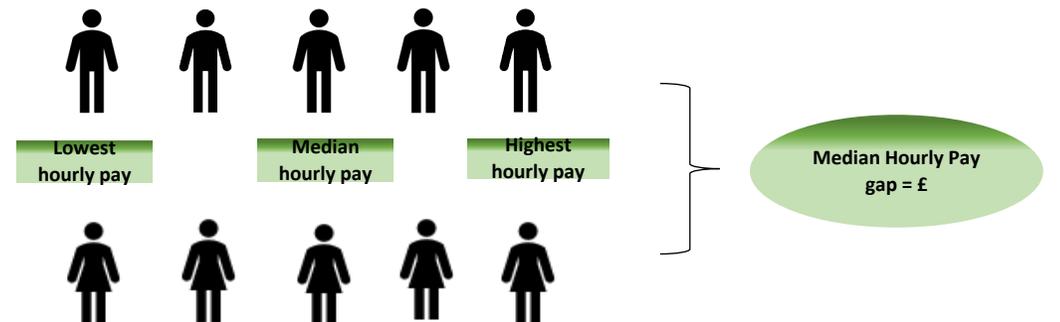
The mean bonus pay gap = 73%  
The median bonus pay gap = 45%



*How we Calculate the mean Difference*



*How we Calculate the median Difference*

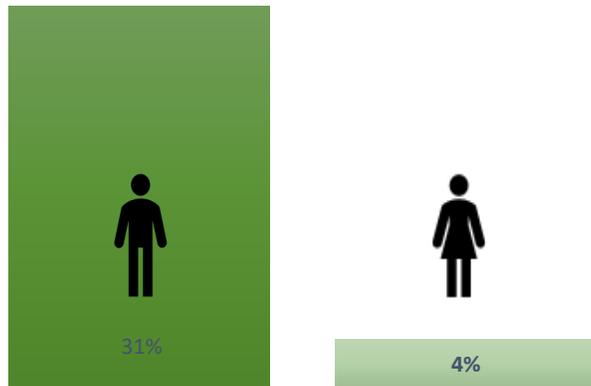


# SQS Data

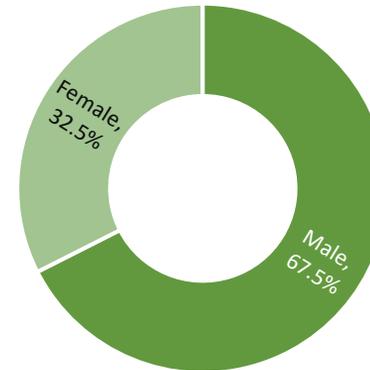
At the snapshot date of 5 April 2021, most bonus payments were made to those working within the Operations Function.

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 77 employees.

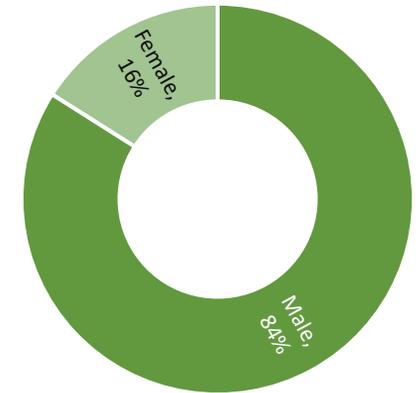
## Proportion of employees receiving bonus



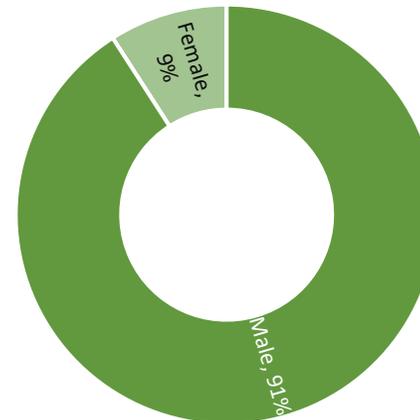
## Lower Quartile



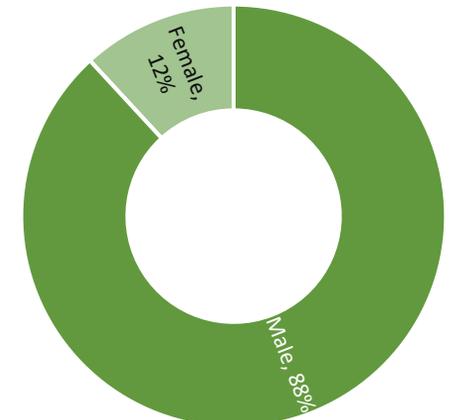
## Lower Middle Quartile



## Upper Middle Quartile



## Upper Quartile



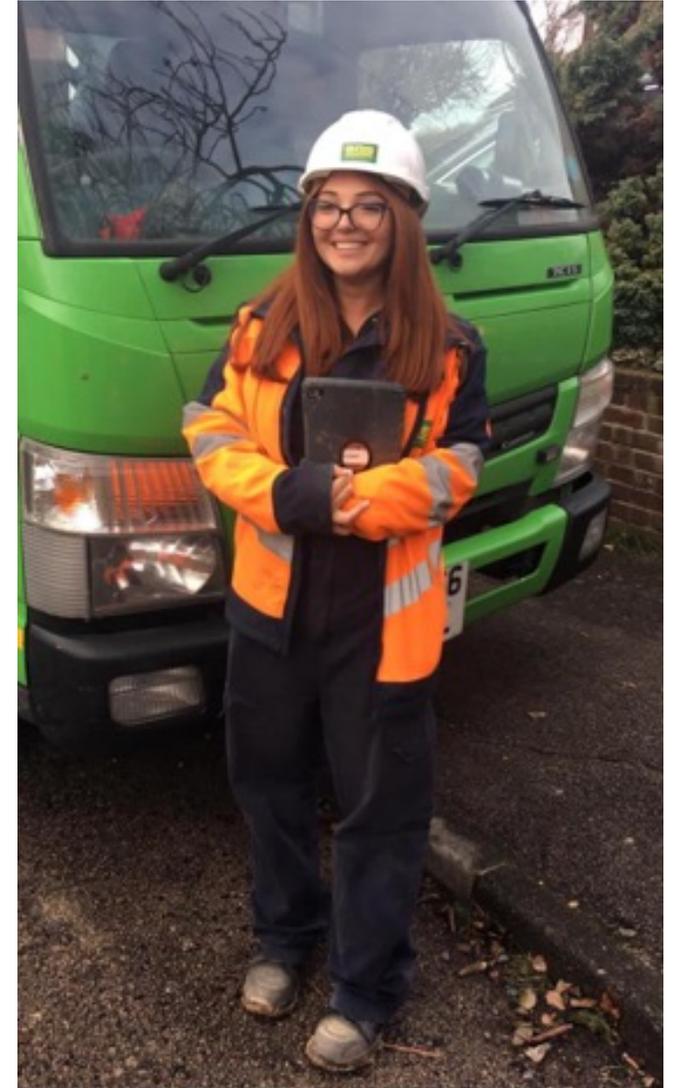
Bonus payment are made in Operations and at Leadership level. The Operational bonus scheme is paid based on Contract Performance and the Productivity of Operatives. The Leadership bonus is conditional on overall Company financial performance and achievement of functional objectives.

Based on the Industry and the Operational Function having a higher number of male employees this continues to be the main contributor for the bonus scheme gap.

# Actions to address the Gender Pay Gap

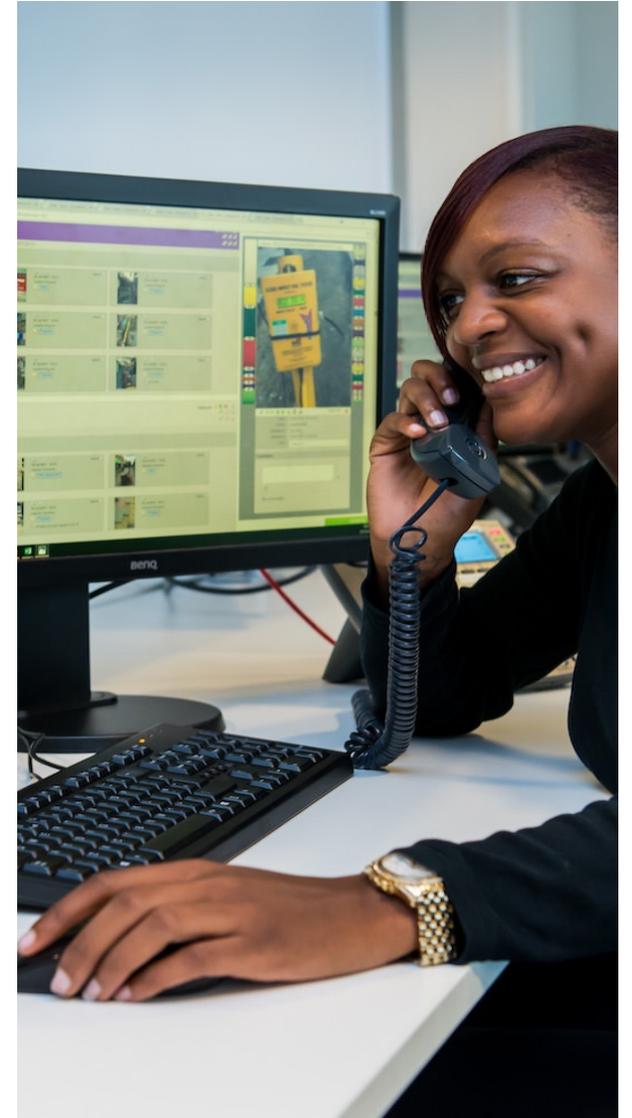
SQS, has positive commitment to Equal Opportunities and Respect for All and we continually review our actions to reinforce this and together with our overall commitment to gender pay our actions include the following:

- Our Leadership team is a strong and established team and our c30% female representation has been stable for a number of years. One of the two Executive Directors is female.
- We have in place focussed development programmes, led by our female Executive Director and is the key to enabling SQS to build their bench of capable successors into management and leadership roles.
- We have sponsored employees across various functions to pursue training development up to and including degree level. This enables the potential for promotion and increased pay. This has been demonstrated with the development of Quantity Surveyors within our Commercial function; the majority of which have been female. In addition we offer and have in place female colleagues attending other development programmes, including auditing and project management.
- We continue to offer Team Leading and Management training qualifications to support our first line management development. These opportunities are offered equally to both males and females. We are currently have 10 places available for L3 ILM Award in Leadership and Management and 3 out of the 4 places booked to date are females. Two of these females are identified as potential future senior managers within our Operations teams.
- We are about to enter a joint venture with one of clients to attract and recruit trainees onto a bespoke engineering training scheme, which is open to both male and female candidates. Our Operations Manager for the Contract is fully supportive and actively welcomes females to work within the engineering teams.



# Actions to address the Gender Pay Gap

- All job opportunities are advertised in a gender neutral manner and managers continue to be developed to select the best person for the job.
- 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.
- We have a Flexible Working Policy in place for all employees. This policy is actively encouraged and enables our maternity returners to return to work. The majority of our females colleagues who have been on maternity leave have returned to work at SQS in some capacity of flexible working.
- We continue to actively promote the benefits of flexible working for both genders, and this is openly supported by our female Executive Director. Whilst flexible working is quite often more attractive to females, we have both male and female employees on flexible working contracts at SQS.
- We actively encourages employees across the business to “have their say”. We are committed to listening to the feedback we receive from employees and where possible implementing relevant ideas raised. This includes in the areas of equality and diversity





As one of the 2 Executive Directors at SQS, I am passionate about attracting females into the construction industry. I am equally passionate about the growth and development of our female workforce and encourage the females within SQS to develop further within the industry. I work tirelessly to ensure we actively promote our capable females within SQS.

I appreciate we continue to have a gap, which, as the report highlights is very much due to the fact that the industry continues to attract male employees particularly in the Operational Functions, which is where the largest part of our work force is employed and therefore this continues to account for the majority of employees within our business.

In order to address the gap, I continually encourage the personal development and education of all employees, male and female and take a personal interest in how they are progressing. This I believe is demonstrated in the numbers of females actively taking part within our training and development opportunities.

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 advice and guidance provided by the Arbitration and Conciliation Service (ACAS).

A handwritten signature in blue ink, appearing to read 'Kee', is positioned above the name block.

**Katrina O'Connor**  
**Executive Director**

