SQS®

THE ROAD TO QUALITY

GENDER PAY GAP REPORT 2024

Gender Pay Gap Statement Introduction

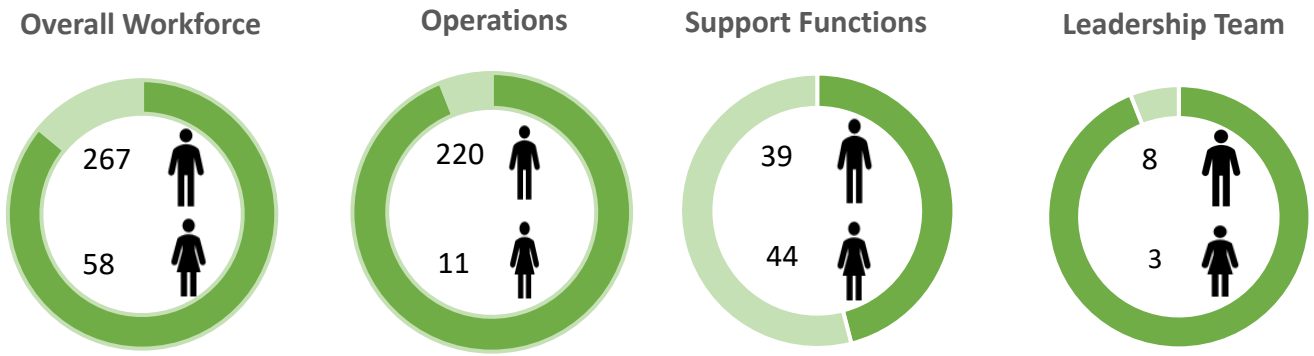
Every year employers with 250 or more employees must carry out and publish the statutory calculations under the Equality Act 2010 (Gender Pay Gap).
The objective of Gender Pay Gap reporting is to highlight the difference between the average (median & mean) earnings for male and female across the company. Gender Pay Gap reporting 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 Company, specialising in engineering and reinstatement solutions for Gas, Water and Power utilities, as well as Local Authority and Commercial sectors across London, East Anglia and Southeast of England.
SQS provides high quality engineering, reinstatement and highways maintenance services including excavation, resurfacing & civils works.
As the business continues to grow, we are committed to ensuring SQS continues to be a great place to work, where our employees feel included and 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 Data, and 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



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

- SQS continues to work to ensure the working environment created is one that enables all employees to work equally, develop and succeed regardless of their gender or any other personal characteristic. SQS has in place an Equal Opportunities and Respect For All policies, and we work to ensure we continue to attract employees across all ages, backgrounds, genders and nationalities .
- Our trend has continued to show a similar gender pay gap, and we are aware that this gap is significantly influenced by an unequal distribution of men and women employed to work across our Operational Function. The number of women working within Operation has however increased year on year.
- Male and female employees within our Support Functions demonstrates a more equal distribution between genders, with slightly more men than women employed in these areas.
- 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 our Senior Managers within the Operations Function are male, and we believe this is a common factor across the construction industry. The number of females working in middle management positions in Operations has increased and we continue to develop females who have expressed interest in Operational management positions.
- Our predominately male element of operational employees, work on the excavation (engineering) and reinstatement of our roads and highways, and they receive shift premiums and performance related bonus payments. However, at the snapshot date of 5 April 2023, more bonus payments were made to those working within Operations, which creates the main reason for the gender bonus gap. Our bonus schemes are continually under review, 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 continue to challenge the industry norm that mainly attracts male applicants to work within our Operational Functions, and actively endeavour to recruit females within our Apprenticeship and Gas Trainee programmes.

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 = 81%
The median gender pay gap = 23%

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

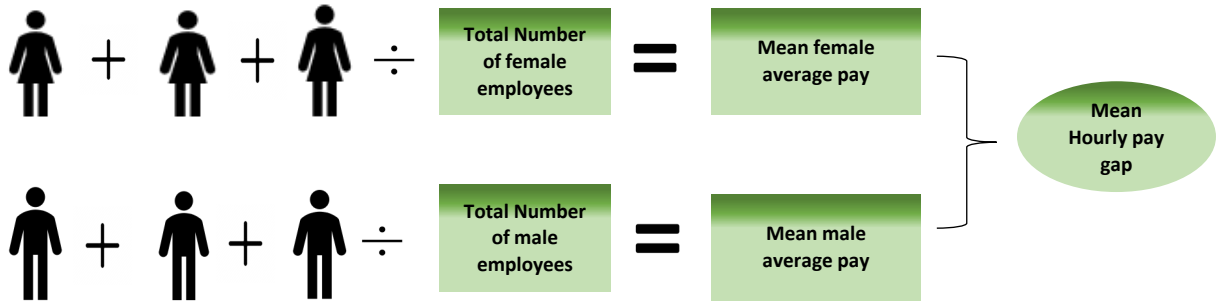
The mean bonus pay gap =98%
The median bonus pay gap = -5%

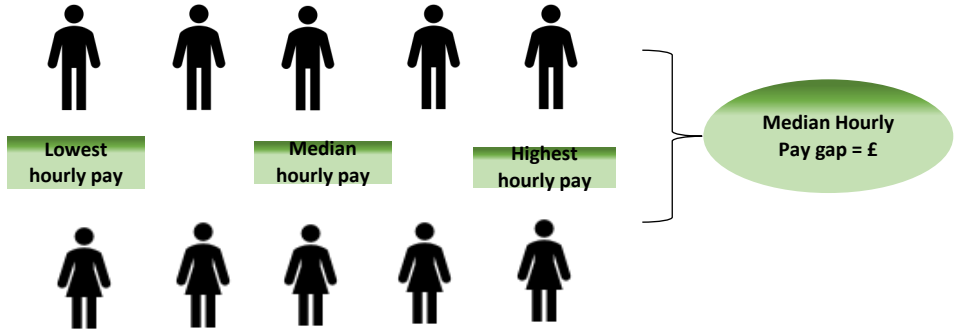
How we Calculate the mean Difference

Total male earnings minus total female earnings / males earnings x100

How we calculate the median difference

median pay for males minus median hourly pay for women./ median rate for men x 100





SQS Data

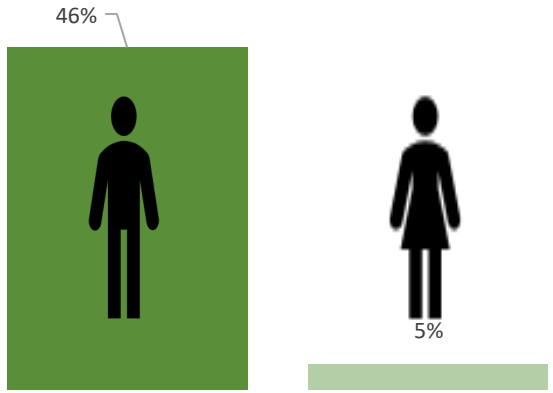
At the snapshot date of 5 April 2023, most bonus payments were made to those working within the Operations Function

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 upon overall Company financial performance and achievement of functional objectives.

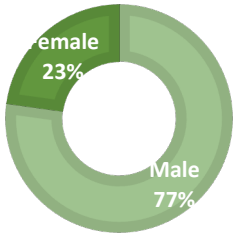
Based on the Industry norm and our own Operational Function having a higher number of male employees this continues to be the main contributor for the bonus scheme gap.

Proportion of employees receiving bonus

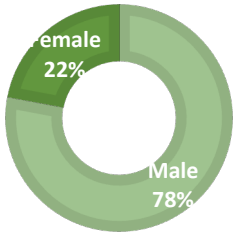


The quartile pay band distribution is calculated by ranking the hourly rates of all employees and dividing the list into 4 equal parts and working out the percentage of males and females in each of the 4 quarters. Each quartile is made up of 81 employees.

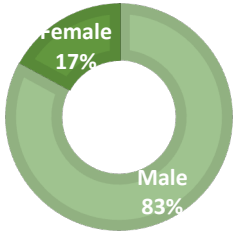
LOWER QUARTILE



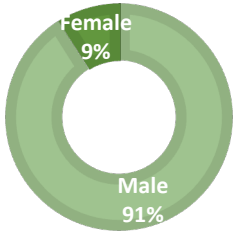
LOWER MIDDLE QUARTILE



UPPER MIDDLE QUARTILE



UPPER QUARTILE



Actions to address the Gender Pay Gap

- SQS, continues to have a positive commitment to Equal Opportunities and Respect for All and our actions are regularly reviewed to ensure they are reinforced. Together with our overall commitment to gender pay our actions include the following:

- The SQS Executive Board is made up of 40% women, in addition, we have a stable functional leadership team and 27% of this team are women.

- We continue to have focused development programmes in place to build future succession into middle and senior management roles. These programmes are championed by our female Executive Director. As well as off job mentoring , the development offered includes QS degree courses, AAT Finance courses, CIPD, Auditing, Transport Manager CPC. Some 23 employees have been through these courses in the last few years and 57% of this group are female.

- In addition to further ensure we manage succession at SQS, every functional leader has a “go to” or “deputy”. This role is to support their individual development by taking on additional projects or to cover for their functional leaders when they are unavailable e.g. attendance at meetings or cover during periods of annual leave/absence from the business. This group of employees attend development groups and have all been though leadership profiling and received 121 feedback from an external HR Consultant. Whilst the “go to” group is made up of both males and female, 36% are female.

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Actions to address the Gender Pay Gap

- We continue to offer Leadership and Management training qualifications to support our first line management development. These opportunities are offered equally to both males and females. Currently 8 employees are completing an ILM Level 3 Leadership & Management course and 50% of these are female.

- We also have 4 females working in Operational Management across both engineering and reinstatement. They all have longer term ambitions of further developing to become Contract Managers, a senior level role in the company.

- We are now in the third year of working with one of our clients, to attract and recruit trainees onto a bespoke and award-winning engineering training scheme. This is open to both male and female candidates, as is the Reinstatement Apprenticeship programme.

- Our Female Executive Director has also recently presented at the London Women in Engineering Group to support breaking down the perceived barriers and encourage women into the construction industry.

Actions to address the Gender Pay Gap

- All job opportunities are advertised as gender neutral, 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 is actively embraced by the company and the majority of our female colleagues who have been on maternity leave, continue to return 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, at all levels up to and including Director level.
- Over the last 3 years, we have developed more flexible working patterns. Hybrid working is embraced, whilst ensuring a balance of employee presence, in person at our offices where required to support the changing needs of the business. This also supports work/life balance for both males and females.
- 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.
- We are encouraging and supporting women into the sector, by promoting careers and training across our business. We are doing this by reviewing our employee qualifications and attributes offering them opportunities for further training and developing their career paths.

- As one of the Executive Directors at SQS, I continue to be passionate about attracting females into the construction industry.
- I actively sponsor the growth of our female workforce and encourage our females within SQS to develop further within the industry. I continue to work to ensure we actively recognise and promote our competent and capable females at SQS.
- I have recently presented at the London Women in Engineering Group and talked to the group about my journey as a female working at a senior level in the Construction Industry. I am supportive of breaking down the perceived barriers of working in this industry and want to ensure we do all we can to encourage more women to work within the construction industry.
- With regard to our Gender Pay Gap, I understand that we continue to have a gap. Our report highlights again, that this is due to the fact that our industry continues to attract male employees especially within the Operational Functions. This 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. I am however encouraged by the fact that, this year we have appointed 4 female operational managers.
- To address the gap, I will continue to encourage the personal development and education of all employees, male and female and to personally follow their progress. I believe this is demonstrated by the number of females being provided with training and development opportunities at SQS.
- 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).

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Katrina O'Connor

Executive Director