

**Gender
Pay Gap
Report**

2018



We are committed to **Gender Equality**

Success

The Dyer & Butler' vision establishes how everyone's contribution can help achieve success

Environment

We have a structure which highlights our priorities while offering a supportive working environment.

Commitment

We are committed to being the UK's leading transport service provider

Introduction

> When it comes to gender equality, Dyer & Butler is committed to creating a level playing field, so everyone has equal access to opportunities allowing them to develop and succeed in their chosen career and field of expertise. This applies to all our processes and policies, ensuring fairness and equality for all.

We know our people are pivotal in driving our business forward.

Dyer & Butler aims to be the employer of choice in the transport sector. Our continued growth and success, as a part of M Group Services, creates opportunities for fulfilling and rewarding roles making the best use of our people's skills.

We want our people to have a positive impact on our clients' customers and the local communities in which we work, every day.

We are investing heavily in our 'People Strategy' ensuring our people receive first-class training and develop leadership capabilities to allow us to create ambassadors not just employees. Through strong leadership, teamwork and mutual support we want our business to thrive with a happy, healthy and, most importantly, safe workforce.



Foreword

Neil Edwards, Managing Director

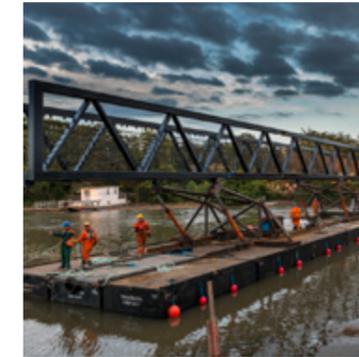
> As with the first Gender Pay Gap report which was published a year ago, we recognise that the current figures provided in this latest report, still represent a disproportionate balance in gender pay, which is reflected across the sector and construction industry.

The success of Dyer & Butler will always depend on our people feeling engaged and fulfilled in their jobs and careers. We all need to be part of creating a diverse, vibrant and inspiring work environment. To achieve this, it is important we create a culture, where every person can feel empowered and engaged, so that we can ensure they are able to be the best that they can be.

As we continue to grow and develop as a company, we are committed to working actively to seek ways to improve any gender imbalance. While by the nature and history of our sector it is currently male dominated, we can be more proactive through effective recruitment and more importantly, by actively attracting the best people to our business, regardless of gender.

To put into context, we know diverse teams make better teams, and therefore, creating a diverse workforce is not just the best thing to do, but also essential to our future success.

Understanding the Gender Pay Gap



> Gender Pay Definition

From April 2017, all UK organisations which employ over 250 employees are required to report annually on their gender pay gap. The gender pay gap is defined as the difference in the average earnings of men and women over a standard period of time, regardless of their role or seniority - across an entire organisation, business sector, industry or the economy as a whole. It can be driven by the different number of men and women across all roles. The gender pay gap is different from an equal pay comparison, which would involve direct comparison of two people or groups of people carrying out the same, similar or equivalent work.



How are the Median & Mean gaps calculated?

Using the calculations set out in the gender pay gap reporting regulations, we have taken pay data from our entire business, of more than 600 employees. This data includes many different roles that bring a variety of rates of pay.

How are the Pay quartiles calculated?

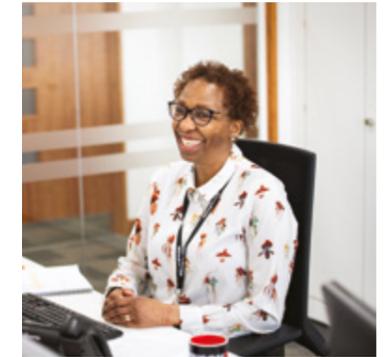
In the report we also share the percentage of men and women in each pay quartile. Quartiles are calculated by listing the rates of pay for each employee across the business from lowest to highest, then splitting that list into four equal-sized groups and calculating the percentage of males and females in each.

What's included in our calculations?

Calculations of mean and median pay and of quartile pay bands are based on data from April 2018 only, including ordinary pay and bonus pay. Ordinary pay is not limited to basic pay, but includes other types of pay such as pay for leave. It does not include pay for overtime, pay relating to redundancy/termination of employment, pay in lieu of leave or the value of benefits which are not in the form of money. Calculations of mean and median bonus pay use bonus pay from the twelve months ending 05 April 2018.

Gender Pay Gap & Bonus Gap

Our Results 2018



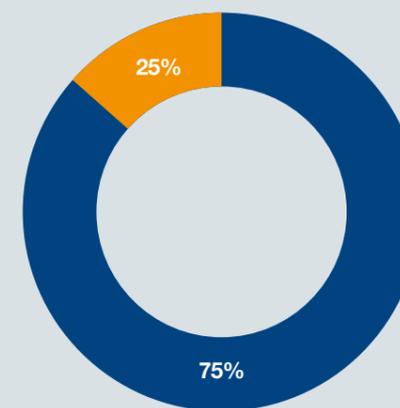
> Pay Quartiles

The below table and charts demonstrate the gender across four equal quartiles of pay. In the highest quartile of earners women represent 5% in comparison to male comparators representing 95% of the highest percentile.

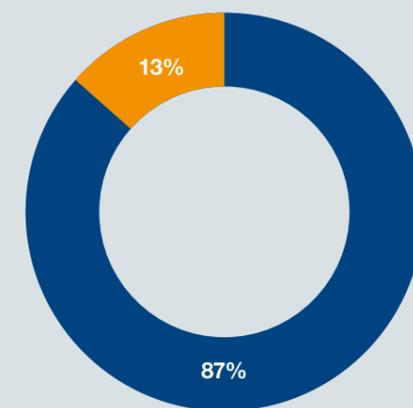
	% Female	% Male
Lower Quartile	25	75
Lower Middle Quartile	13	87
Upper Middle Quartile	11	89
Upper Quartile	5	95



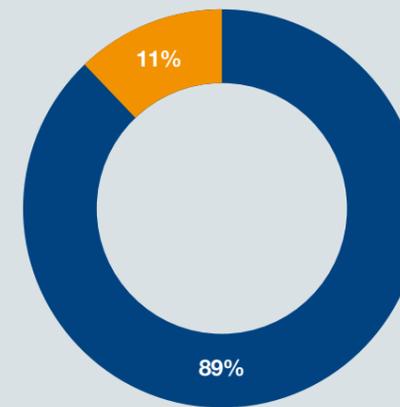
> Proportion of female and male employees according to quartile pay bands



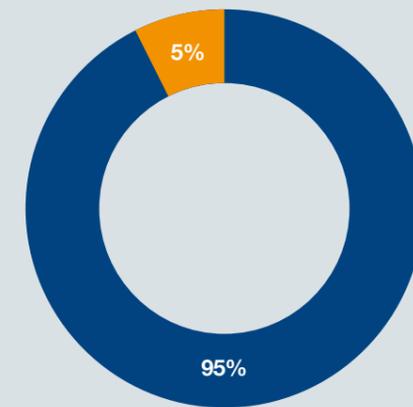
Lower Quartile



Lower Middle Quartile



Upper Middle Quartile



Upper Quartile

Female
Male

Addressing the Gender Pay Gap



> To date the steps that Dyer & Butler has taken to promote gender diversity in all areas of the workforce include the following;

- Recruitment fairs (for school and college entry, as well as engaging with universities for graduate schemes). It is important to educate at this level as a first step to helping to address gender diversity and begin to break-down any perceived barriers of working within the construction industry
- Our apprenticeship and graduate programmes provide a working environment and structured training that provides appropriate skills, knowledge and practical experience and develops talent in the area for the future
- Equality and transparency in all our recruitment processes
- Working with Group to become more involved in national and local initiatives, such as International Women's Day
- Enhanced flexible working arrangements which help to remove barriers to women returning to work after maternity leave. This has been demonstrated through higher rates of maternity returners with nearly 80% of women returning following a period of maternity leave
- Training hours, in 2018 a total of 21,734 training hours were delivered

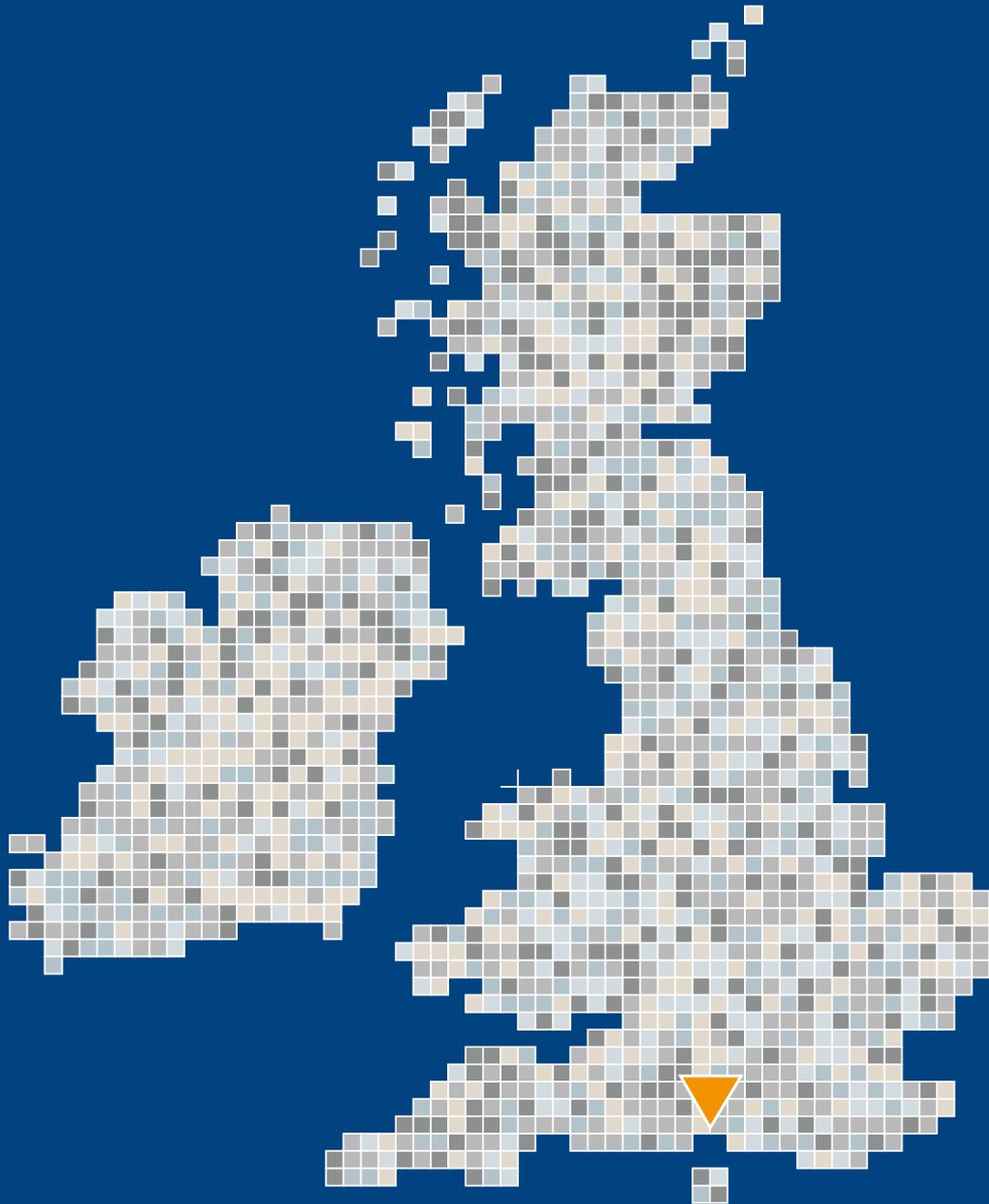


> What Next? Our Commitments

In the coming year Dyer & Butler is also committed to;

- > Conduct Diversity and Inclusivity training, in line with the rest of M Group Services
- > Further target campaigns at schools, colleges, universities and job fairs, to raise awareness of the different career opportunities available within the industry and help breakdown perception barriers
- > Appoint STEM Ambassador volunteers in order to facilitate communication with local schools about the benefits of working in the industry and the career paths that are available
- > Focus our talent management processes through the group 'People' strategy to actively promote internal candidates and encourage and support staff members through this process, ensuring the framework is in place to train, support, encourage and mentor women moving into senior positions
- > Ensure that all our job adverts carry gender-neutral language in order to appeal to both men and women
- > Engage with diversity focused groups and forums to gain knowledge of how we can improve our procedures and culture across the business as well as the industry. Drive higher levels of female engagement at all levels

Dyer & Butler is committed to reporting on an annual basis the initiatives to reduce the gender pay gap and the progress that we are making.



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