We are committed to Gender Equality

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.

We are now reporting on our third Gender Pay Gap data. The first two reports showed that there was a slight disproportionate balance in gender pay, which was also reflected across the sector and construction industry generally. The results do show challenges, which is why we are looking to take new and faster action to reduce or eliminate our pay gaps.

To grow and succeed our employees need to feel motivated and fulfilled in their jobs and careers. We are working to ensure that we continue to create a diverse, vibrant and inspiring work environment. We want everyone to feel empowered and engaged in all parts of our business.

Dyer & Butler are committed to working actively with the rest of the Group, to seek ways to improve any gender imbalance. Historically, the sectors in which we operate have been male dominated, we can be more proactive through effective recruitment, and by actively attracting the best people to our business, regardless of gender. In the UK, businesses must disclose information about their gender pay gap. This means prospective employees can review our company’s pay gap before they think about applying to work for us, so it is important that progress is seen to be being made.

Diverse teams make for enlightened teams, and therefore, creating a diverse workforce is essential to the future success and growth of our business.

Foreword

Neil Edwards, Managing Director

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.

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Understanding the Gender Pay Gap

Gender Pay Definition

Throughout the construction industry there is low representation of women, and it is difficult to break down this perception barrier, in a male dominated industry.

The pattern from the industry generally is reflected in Dyer & Butler’s workforce. Females represent 20% of the Dyer & Butler monthly workforce total, and this is comparable to the transport and logistics industry level of 18%. The roles held by females tend to be mainly at the lower end of the organisational structure, undertaking administrative and support roles. In comparison, most of the higher management and technical roles are held by men. As more younger women are brought into the business, we would hope that this situation will change.

This can be better understood from the table of pay quartiles by gender (on page 8). This demonstrates Dyer & Butler’s workforce broken into four equal sized groups based on hourly rates of pay, with band A as the lowest paid 25% of the workforce and band D outlining the highest paid 25%. Within Dyer & Butler, 42% of women make up the employees of band A and 58% men. The percentage of male employees increases throughout the bands with 97% of men in the highest pay quartile and only 3% of women in the highest pay quartile. This analysis demonstrates that there is a low representation of women specifically in management roles and therefore the upper pay quartiles.

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 this 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 and of quartile pay bands are based on data from Full Year 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, 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 12 months ending 05 April 2019.
Gender Pay Gap & Bonus Gap
Our Results 2018

Using the calculations set out in the gender pay gap reporting regulations, we have abstracted pay data from the entire workforce to provide the following calculations. The calculations provided are based on a snapshot of pay information as at the 05 April 2018 and are based on basic pay, all allowances and bonuses received and prorated to an hourly rate. The bonus payments are based on the 12-month period prior to the 05 April 2019.

Rate of Pay*
Difference between female and male pay
Table 1 - Illustrates the higher average percentage of basic rate of pay for male employees.

<table>
<thead>
<tr>
<th></th>
<th>Dyer &amp; Butler (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median</td>
<td>62.2</td>
</tr>
<tr>
<td>Mean</td>
<td>56.9</td>
</tr>
</tbody>
</table>

* Rate of pay is calculated from basic pay, shift payments, all allowances and bonuses received and prorated to an hourly rate.

Median is the middle value in a collection of data.
Mean is the average value of a data set.

BONUS PAY GAP
Proportion of employees awarded a bonus for 2018 are shown in Table 2a.
This demonstrates there is broad alignment between our people receiving a bonus.

Table 2a - Statistics for Full Year 2018:

<table>
<thead>
<tr>
<th></th>
<th>% Female</th>
<th>% Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Received</td>
<td>76</td>
<td>80</td>
</tr>
<tr>
<td>Not received</td>
<td>24</td>
<td>20</td>
</tr>
</tbody>
</table>

Table 2b - Demonstrates the difference in value of bonus paid to male employees compared to female employees, with the mean bonus being higher for male employees but lower as a median average.
The mean demonstrates the higher percentage of bonus for female employees.

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Received bonus</td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>76%</td>
</tr>
<tr>
<td>Male</td>
<td>80%</td>
</tr>
<tr>
<td>Median</td>
<td>241%</td>
</tr>
<tr>
<td>Mean</td>
<td>-20%</td>
</tr>
</tbody>
</table>
Gender Pay Gap & Bonus Gap
Our Results 2018

### Pay Quartiles

Table 3 - Demonstrates the gender across four equal quartiles of pay. In the highest quartile of earners women represent 3% in comparison to male comparators representing 97% of the highest percentile.

<table>
<thead>
<tr>
<th>Quartile</th>
<th>% Female</th>
<th>% Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lower Quartile</td>
<td>42</td>
<td>58</td>
</tr>
<tr>
<td>Lower Middle Quartile</td>
<td>11</td>
<td>89</td>
</tr>
<tr>
<td>Upper Middle Quartile</td>
<td>7</td>
<td>93</td>
</tr>
<tr>
<td>Upper Quartile</td>
<td>3</td>
<td>97</td>
</tr>
</tbody>
</table>

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

- **Lower Quartile**: 42% Female, 58% Male
- **Lower Middle Quartile**: 11% Female, 89% Male
- **Upper Middle Quartile**: 7% Female, 93% Male
- **Upper Quartile**: 3% Female, 97% Male

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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 help 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.
- Increasing our STEM Ambassador volunteers.
- Ensuring equality and transparency in all our recruitment and selection processes.
- Working with the rest of the Group to harmonise and align family friendly policies.
- Offering enhanced flexible working arrangements which help to remove barriers to women returning to work after maternity/adoption 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 to managers.
- 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.
- Appointing more 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.
- Ensure fair and equal promotion opportunities across the company.
- Focus our talent management processes through the Group “People Strategy” to actively promote internal candidates and encourage and support employees through this process.
- 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.