

# GENDER PAY GAP REPORT

2017



**NORTHSTONE**



**FARRANS**



# INTRODUCTION

## **Our people are our most important and valued asset.**

We want to be an employer of choice and believe that attracting, retaining and developing the best, most talented individuals, regardless of gender, is key to the future success of our business.

Northstone's leadership team is committed to fostering a culture that promotes inclusivity and equality of opportunity for all, within a respectful, supportive workplace that values the contribution that both women and men make. We encourage career progression and endeavour to reward people fairly based on experience, behaviour and performance.

These principles form the basis of our approach to pay equality and this report outlines the ongoing actions we are taking to address any differences.

UK gender pay reporting legislation requires businesses with 250 or more employees to publish annual calculations showing any pay gap between male and female employees against the following parameters:

- Gender pay gap (mean and median)
- Gender bonus gap (mean and median)
- Proportion of men and women receiving bonuses
- Proportion of men and women in each quartile of the organisation's pay structure.

This report presents data for Northstone (NI) Limited which includes data relating to its trading divisions, namely: Cubis, Farrans, and its Materials Division.

Gender pay gap data is different to equal pay. Equal pay relates to pay differences between men and women who carry out the same jobs, similar jobs, or work of equal value. Gender pay gap is the difference in the average pay and bonuses between men and women across a business.

Overall, Northstone's gender pay gap of 1.5% is lower than the reported UK average of 18.1%\*, but we recognise the need to continue to tackle this imbalance. Our gender pay gap reflects wider issues within industry - particularly within the construction sector - regarding the representation and attraction of women, particularly into technical, operational, and STEM (Science, Technology, Engineering and Maths) roles. We will continue to work within our industry, with government, the education sector, and with other bodies to recruit and develop women within our sector and narrow our gender pay gap.

In this report, we outline the reasons behind the gender pay gap in Northstone and the proactive steps we are taking to close this gap and create a more diverse workplace.

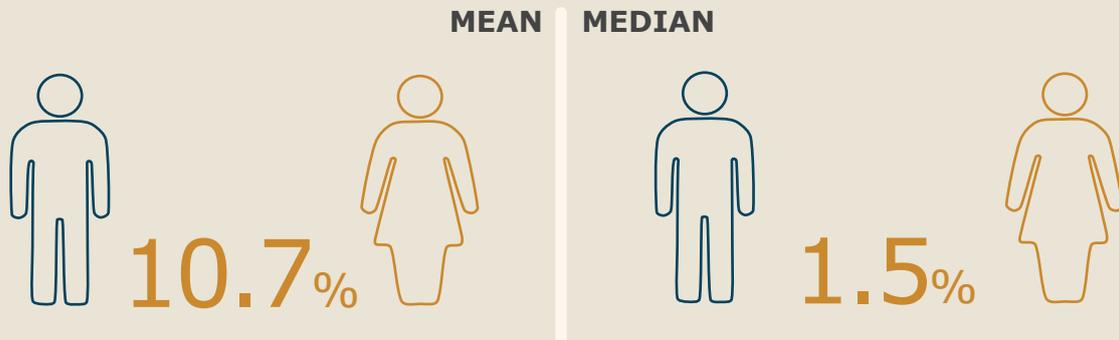
\* Source: Office of National Statistics 2016

*We remain committed to gender pay equality, promoting diversity in our workforce, and to attracting and developing the best people, regardless of gender.*

**Eamonn Sweeney**  
Chief Executive, Northstone

# OUR GENDER PAY STATISTICS

## HOURLY PAY



This graphic shows the percentage by which women's average hourly pay is lower compared to men

## BONUS PAYMENTS



The proportion of men and women receiving a bonus

This graphic shows the percentage by which women's average bonus pay is lower compared to men

## PAY QUARTILES



The distribution of pay is shown in quartiles. These are calculated by splitting the entire Northstone workforce into four equal bands based on hourly pay from the highest (upper) to the lowest (lower). Here we show the percentage of men and women who sit in each band.

Pay level figures published here for Northstone are based on the mean (average) and the median (middle number) based on a payroll 'snapshot' taken on 5 April 2017. The pay gap is the difference between the hourly pay received by women and men.

# WHY IS THERE A GENDER PAY GAP?

At the time of this report, women represented 16% of our total employee population.

We are actively working to increase the proportion of women at all levels in our organisation. In addition, we are engaging with industry, the education sector, and public bodies to improve perceptions of the construction industry and encourage potential employees - both male and female - to view our sector as an aspirational career choice across a wide range of disciplines.

Our gender pay statistics demonstrate that Northstone's overall gender pay gap is 10.7%, compared to the reported UK average of 18.1%\*. The proportion of men and women receiving bonuses was 72.3% of women vs 86.3% of men and the mean bonus pay gap was 59.8% and median, 16.7%.

The main differential in gender pay can be explained by the fact that Northstone currently has fewer female than male employees. This trend becomes more apparent in more senior positions within the business.

\*Source: Office of National Statistics 2016

## OUR ACTIONS

We are continuing our work to attract and increase the proportion of women within Northstone, as well as improve the perception of the construction sector as an aspirational career choice for females.

### ATTRACTING MORE FEMALES

We take a gender-neutral approach to recruitment at all levels, and focus on the suitability of the candidate for the job.

We are actively recruiting more females at all levels within our organisation to improve the gender balance, the capability of our workforce, and to ensure that we have more women developing through the business.

We are continuing to build our engagement with educational bodies to promote the opportunities and successes of females within our business, and help more young women to consider careers within construction and quarrying. We are also continuing to reflect women more widely in the imagery and case studies on our careers pages as more females join our business.

We have developed a Training and Development Framework so that whatever your role is you will have the opportunity to build an outstanding career. We provide a structured approach to development so employees can reach their full potential.

### WORKING COMMITTEE

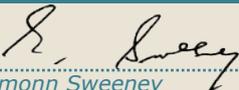
Recently we have set up a working group of 8 of our technical females to explore what fairness, inclusion and respect (FIR) means to them as women in construction. The group recently attended the Women in Construction Summit in London to learn from the practical insights and personal experiences of successful women who are championing diversity, breaking down the image of what it is to be a woman in construction.

The working group will be tasked with providing discussion papers on best practices for improving fairness, inclusion and respect, which is proven to have real economic benefits for business.

### USING DATA TO DRIVE CHANGE

Better analysis of the data we capture is being used to improve our approach to understanding trends and putting improvement measures in place to recruit more people from diverse backgrounds. In 2018, we will have more accurate real-time data for the new recruits and leavers to measure the impact of our actions.

*The content of this report is accurate and in line with government reporting requirements.*

  
Eamonn Sweeney