
GENDER PAY REPORTING

March 2018



| | |
|-----------|---|
| ABOUT G&T | 4 |
|-----------|---|

| | |
|--------------------------------------|---|
| GENDER PAY REPORTING REQUIREMENTS | 6 |
|--------------------------------------|---|

| | |
|------------------|---|
| G&T GENDER SPLIT | 7 |
|------------------|---|

| | |
|-----|---|
| PAY | 8 |
|-----|---|

| | |
|---------|---|
| BONUSES | 8 |
|---------|---|

| | |
|---------------|---|
| PAY QUARTILES | 9 |
|---------------|---|

| | |
|-----------------------|---|
| LOOKING TO THE FUTURE | 9 |
|-----------------------|---|



At G&T we strive to create a diverse, welcoming and meritocratic environment for all individuals to build their careers. We support the Government's decision for firms to report their gender pay and bonus gaps. A consistent approach across UK business helps us all to benchmark our progress, assess how we are faring amongst our peers and identify opportunities for improvement.

Our analysis has shown that when comparing like for like roles, function and level there is no difference in gender pay, but we do need to increase the number of females in the firm and in the construction industry as a whole. We have seen the gender split of our graduate intake shift positively over the last decade towards a greater number of female applicants but there is more work to do.

With the introduction in 2012 of our Women's Development Programme, which the firm believes was an industry first, G&T has been working to address diversity by providing a programme to develop, retain and advance females. G&T was also one of the first amongst its peers to sign up to the RICS Inclusive Employer Quality Mark in July 2015 which aims to create more diverse and representative workforces in construction. The firm supports and leads many other initiatives which seek to break down barriers and democratise entry to the profession for the next generation. These include working with Government to establish the standards for the new surveying apprenticeship which the firm now offers as part of its industry acclaimed Chartership Programme.

The results in this report show that we are ahead of the UK benchmark but there is more work to do. We are committed to remaining at the forefront of our industry in improving female representation and we will continue to promote and deliver equality throughout G&T.

I confirm that the gender pay gap data contained in this report for Gardiner & Theobald LLP is accurate.

A handwritten signature in black ink, appearing to read 'Simon A. Jones', with a stylized flourish at the end.

SIMON JONES
MANAGING PARTNER

ABOUT G&T

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G&T is an independent construction and property consultancy working across all sectors of the built environment.

We focus on minimising risk and creating opportunities to maximise the value of our clients' developments and property assets. We deliver Project Leadership, Commercial Success, Construction Excellence and Specialist Consultancy working across all sectors of the built environment.

Our people are some of the most respected and highly trained in the industry. We ensure that we remain leaders in our field by investing in learning and development for everyone across the firm.

G&T is one of the most ethical firms in the built environment. Each year the firm and individuals support charitable causes through our social impact programme giving back to the communities we help to build.

OUR VALUES

Our diverse workforce is bound together by five core values we live by and underpin everything we do.

Independence

We have the freedom to offer unbiased advice and tailor services to suit every client and project.

Reputation

We maintain our standing in the industry by prioritising relationships with clients and offering the highest quality services.

Progression

We plan for the future by continually evolving our firm and investing in the next generation.

Ethical Thinking

We are a responsible firm and believe in doing the right thing to make a positive social impact.

Engagement

We encourage team-spirit, collaboration and inclusivity because we believe this leads to better outcomes for our clients and fulfilling careers for our people.

- G&T introduced a Women's Development Programme in 2012 to address some of the issues the construction and property industry is facing. The programme was initially aimed at senior females in the firm but was subsequently offered to all female colleagues. The programme's aims are to develop, retain and advance women to ensure a diverse leadership community and in turn generate stronger business results.
- Our Building for Women networking events are hosted quarterly. The network has grown substantially since it was introduced in 2014 and involves females from across the industry getting together with clients and colleagues (male and female) in an informal environment.
- Our ongoing Change the Skyline initiative is aimed at attracting females into the industry at a young age and early stage in their career choice process, by challenging stereotypes and highlighting the benefits and diverse nature of working in the industry.
- Pay is regularly monitored to ensure equal pay among male and female counterparts.
- Our recruitment process is monitored and continuously evolved to ensure we recruit both fairly and equally.

GENDER PAY REPORTING REQUIREMENTS

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The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 (SI 2017/172) brought into effect a requirement for employers with 250 or more employees to report publicly every April on the differences in the aggregate pay and bonuses of men and women.

The Regulations mandate how private-sector and voluntary-sector organisations in England, Scotland and Wales must calculate a standard set of key metrics on their gender pay and gender bonus gaps and the format and medium in which they must report them.

Employers are required to report:

- the difference in the mean pay of men and women, expressed as a percentage
- the difference in the median pay of men and women, expressed as a percentage
- the difference in mean bonus pay of men and women, expressed as a percentage of the proportion of men and women who received bonus pay
- the difference in median bonus pay of men and women, expressed as a percentage of the proportion of men and women who received bonus pay
- the proportion of full-pay men and women in each of four quartile pay bands

These figures should be published on both the employer's and the Government's website.

The figures in this report are for the snapshot date of 5th April 2017 as required by the new Government regulations.

The Regulations for the gender pay reporting stipulate that the calculations are to include all salaried employees. This data does not therefore include those individuals who are listed as members of Gardiner & Theobald LLP (OC 3017124) at Companies House.

G&T GENDER SPLIT

Whilst G&T has developed initiatives to improve the gender diversification and development of its female employees, there is currently an unequal population between the sexes: 375 males to 161 females. This exists in both our professional/technical staff and those in supporting roles.

What has been unequivocally determined by the analysis behind this review is that, when the same role, function and level within the firm are compared, there is no gender pay gap within G&T. This is not a surprise, but nevertheless demonstrates that our culture and philosophy for equal opportunities is working. The mandated metrics for these new Regulations require involve the calculations of mean (the average) and median (the middle of a range of data) statistics using average hourly rates. Because these averages are calculated using gender specific data i.e. mean average total pay for men/women being the total pay of our male/female employees divided by the number of that gender, the results are statistically affected by the total number in each group, the spread of roles and the number of each gender in those roles. The proportion of females in our technical teams relative to the total females we employ is 47% compared to 93% of males. This is representative of the number of women currently in the profession and the construction industry at large.



For as long as this imbalance persists, there will always be a gender pay gap (for mean and median numbers) generated by the application of these particular statistics.

Whilst we would all recognise that there are significantly more men working in the construction industry than women, we are pleased that this is changing with more females every year embarking on a path to become chartered construction professionals. G&T is a leader in encouraging more women into the industry with the introduction of its industry leading Women's Development Programme in 2012 and its Change the Skyline and Next Generation initiatives.

PAY

Comparing the mean hourly pay rate for our men and women shows that there is a gap of 16.4% in favour of male employees, which is lower than the national average of 18.1% (as reported by the Equality and Human Rights Commission). When the median hourly pay rate is compared, a gap of 26% is apparent.

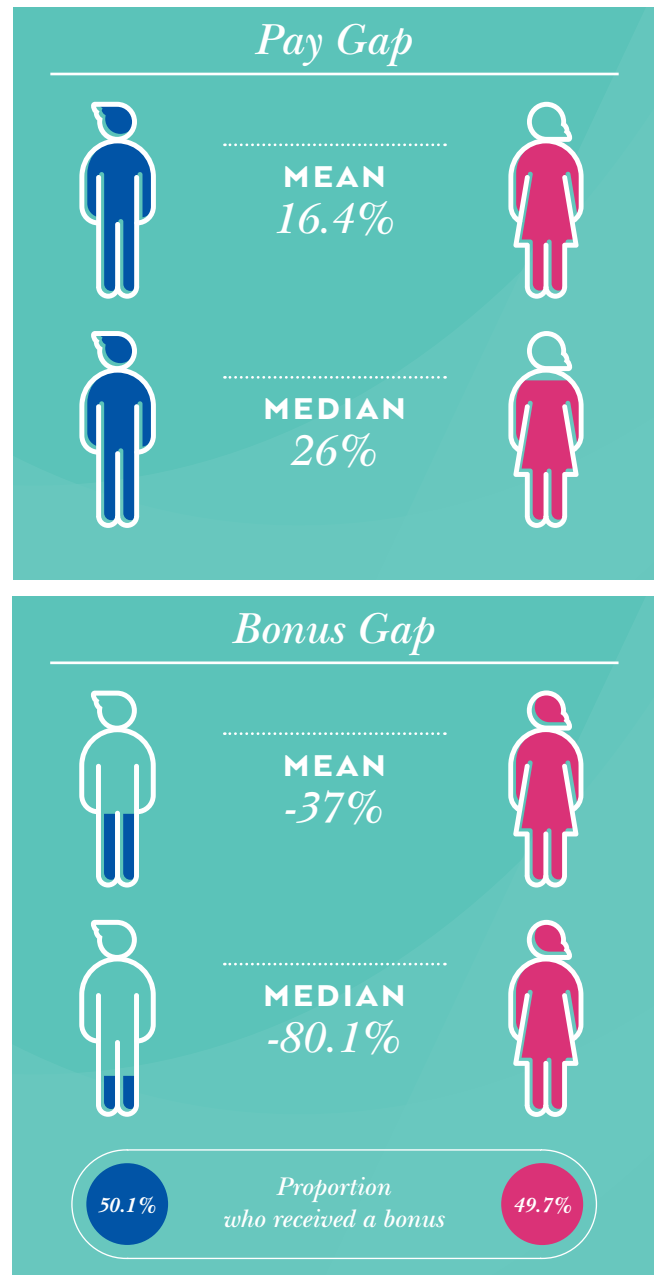
G&T is confident that its gender pay gap does not stem from paying men and women differently for the same or equivalent work. Rather as described earlier, these results are simply the result of the roles in which men and women work within the organisation and the salaries these roles attract.

BONUSES

G&T offers bonuses to all of its employees based on performance regardless of gender or grade. When the male and female mean bonuses are compared we report female employees receive 37% more in bonuses than male employees. When we take into account the median the gap stands at 80.1% in favour of female employees.

For exactly the same reasons as set out previously, any statistics relating to the bonuses received are similarly affected by an unequal population of men and women and the proportions that exist in comparable roles within the firm.

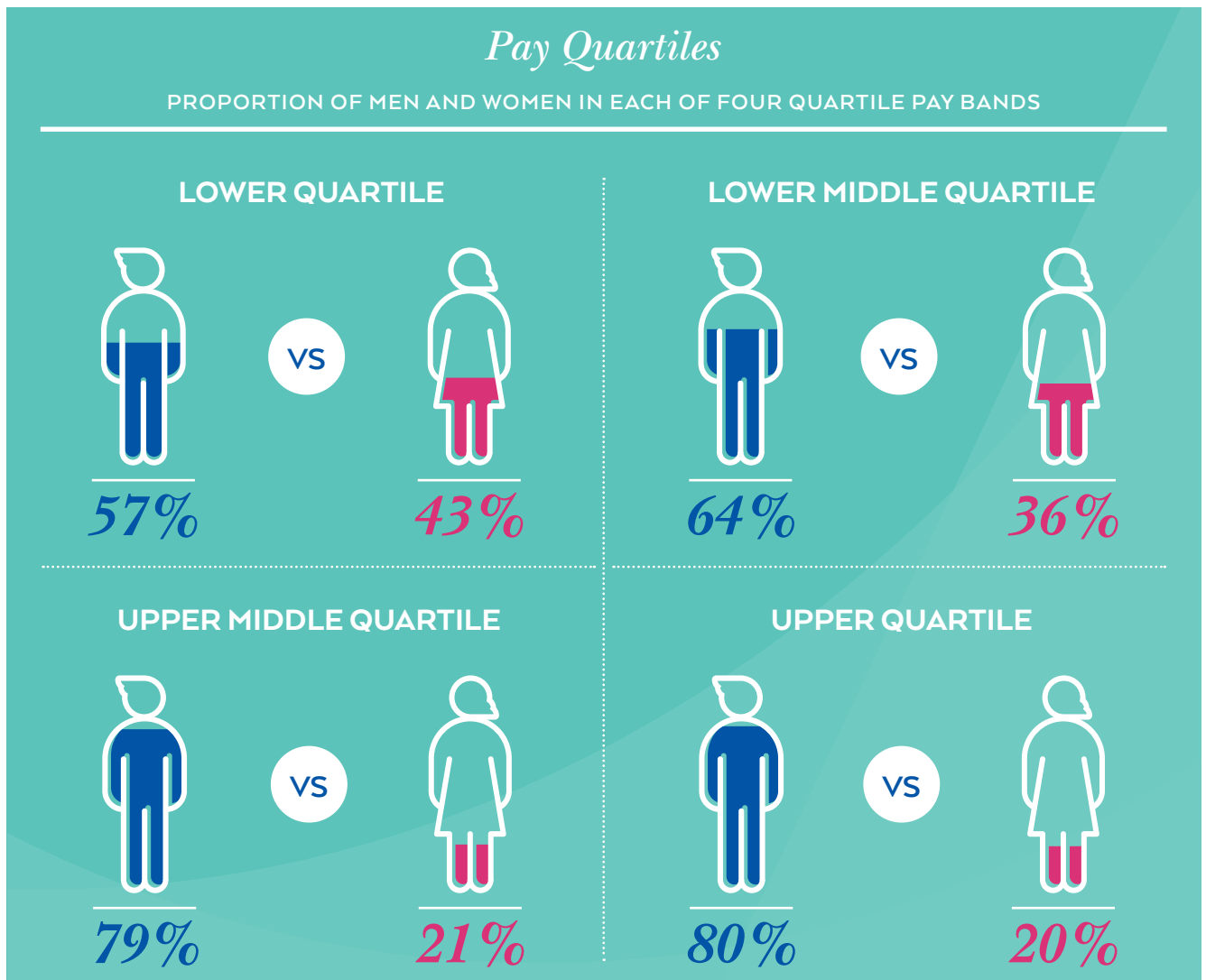
By proportion there are more female employees working in support functions and these roles have tended to have a greater number of discretionary bonuses. Those in technical roles progress their careers through promotion from one level to the next and typically receive salary increments at these points. The same bonus philosophy equally affects our male employees in support roles but



these are a lower proportion relative to the total and this also affects the mean and median statistics in favour of women. The combined effect is that the gender splits again produce results that on first glance appear skewed but in reality are not.

The proportion of male employees that received a bonus is 50.1% and the proportion of females that received a bonus is 49.7% so around a 50/50 split meaning an equal percentage of both males and females received a bonus.

PAY QUANTILES



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G&T seeks to offer remuneration packages that are amongst the most competitive in the profession and at the market rate for all our employees – technical and support roles alike. Where warranted by performance, we offer discretionary bonuses to our employees regardless of gender, role or grade.”

LOOKING TO THE FUTURE

The construction industry continues to experience a skills shortage, with a significant number of professionals due to retire over the next 10 years it has never been more important to attract new people into the industry. At G&T we take our share of the responsibility for addressing this issue and we believe that women have a significant role to play in plugging the skills gap. Encouraging a wider range of individuals, including women, into construction will also help to ensure a more diverse leadership community in the future.

Chartership Programme

Progression is at the heart of G&T and one of the firm's core business values. We have been training graduates since 1975. The first structured Graduate Development Scheme was introduced in 2004 and in September 2016 G&T introduced its Chartership Programme to ensure individuals

joining the firm achieve their professional qualification in a timeframe relevant to them.

The programme builds on the G&T led Trailblazer Apprenticeships which saw academia, industry, the RICS and the Government work together to develop a new pathway for individuals to enter the profession. It aims to attract a wider pool of candidates to the industry, not only those from university but also individuals from different backgrounds, ages, genders and abilities by offering a structured training pathway regardless of whether individuals join us as apprentices, graduates or career changers.

Working Mothers

G&T has lost a proportion of women following maternity leave as they have chosen to give up their careers or put their careers on hold to concentrate on bringing up their family. Whilst we recognise that this is a personal choice we have reviewed ways to make returning to work a more attractive option. We will shortly be announcing a new package for mothers who wish to return to the workplace.

The firm has recently introduced a mentoring programme to enable employees to engage in career conversations and learn from others within the firm who are willing to share their knowledge and experiences. This programme is particularly beneficial for working mothers who can learn from others facing the same challenges of finding the right work/life balance.

Professional Networks

In addition to our structured Women's Development Programme mentioned earlier we have also introduced other opportunities for women to build their careers such as our Building for Women quarterly events. These events have grown substantially since they were introduced in 2014 and involve females from across the industry getting together with clients and colleagues (male and female) in an informal environment to build their professional networks.

Next Generation

In 2018 we are continuing with our NextGen programme which includes collaborations with London Real Estate Forum and New London Architecture. It aims to help identify and encourage the built environment's future leaders. Our 2018 NextGen register includes more male and female participants than ever before ranging from trainee/apprentice/graduate up to young partners. Through a year-long programme of activities, individuals will build their confidence, increase their industry contacts and hone their networking skills, helping to better equip them as future leaders of the industry.

Diversity

G&T has been taking action to address the gender balance in our workforce for the last few years. We recognised that

there is a lower number of women within construction generally so we signed up for the RICS Quality Mark which drives behavioural changes in the RICS membership by encouraging all firms, large and small, to look carefully at their employment practices and have inclusivity at the heart of what they do.

At G&T, we understand that the most successful organisations have workforces that are reflective of the general population and communities within which they work. We fundamentally believe it will have significant benefits for individuals, organisations and clients. G&T has pledged its commitment to adopting and continually improving against the following principles:

- 1. Leadership and Vision** – commitment to increasing the diversity of the workforce
- 2. Recruitment** – engage and attract new people to the industry from under represented groups using best practice recruitment methods
- 3. Employee development** – training and promotion policies that offer equal opportunities for career progression
- 4. Employee retention** – flexible working arrangements/ adaptive working practices
- 5. Employee engagement** – an inclusive culture where all employees engage with developing, delivering, monitoring and assessing the diversity and inclusivity policies
- 6. Continuous improvement** – continually refreshing and renewing the firm's commitment to being the best employer sharing and learning from best practice across the industry

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We believe our commitment to the RICS Inclusive Employer Quality Mark will help to open doors to as many people from different backgrounds as we can and that those people will see welcoming and successful careers available to them.”

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 *@gt_llp*