

Ringway Infrastructure Services Limited is a multi discipline highways services provider, part of wider group of companies under Eurovia UK Limited. As a Group, we hold Silver level 'Investors in People' status and also are 'Investors In Diversity' accredited (Recognised in the Top 100 IID Companies). This report covers the period for the snapshot date of 5th April 2018.



AS A COMPANY WE WANT TO REWARD OUR EMPLOYEES FAIRLY FOR THE WORK THAT THEY DO, REGARDLESS OF GENDER. WE WANT TO CREATE A PLACE TO WORK THAT IS DIVERSE AND INCLUSIVE, WHERE EVERYONE CAN BE THEMSELVES AND BUILD THEIR CAREER. OUR SECTOR HAS TRADITIONALLY LACKED DIVERSITY, BUT WE ARE FOCUSED ON BRINGING ABOUT POSITIVE CHANGE.

Scott Wardrop, Chief Executive

Headline gender pay gap figures

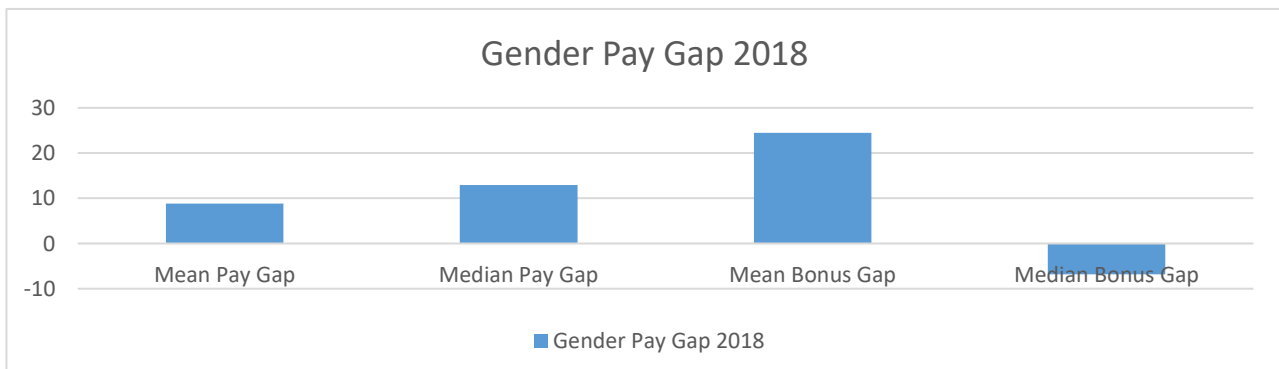
The gender pay gap (expressed as a percentage of the male salary) is defined as the difference between the mean or median hourly rate of pay that male and female colleagues receive. The mean pay gap is the difference between average hourly earnings of men and women. The median pay gap is the difference between the midpoints in the ranges of hourly earnings of men and women. It takes all salaries in the sample, lines them up in order and picks the middle-most salary.

Gender pay should not be confused with equal pay; equal pay focuses on the pay of the individual and the law requires that men and women who carry out the same or similar jobs, or work of equal value must not be paid differently because of their gender.

Gender pay can be impacted by a range of cultural, sectoral and educational issues external to the company. By all relevant UK companies making the data transparent, it is hoped that any national or regional gender pay gap can be reduced.

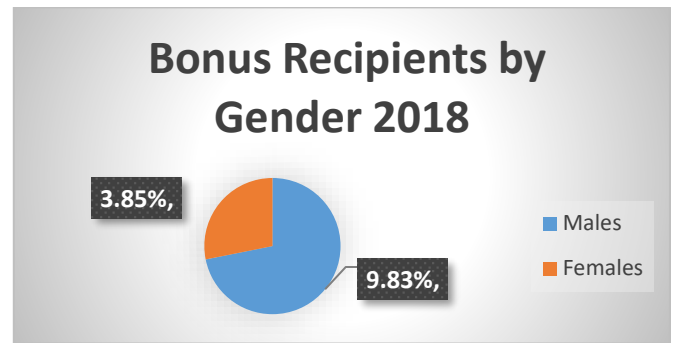
These figures are provided below based on hourly rate of pay as at 5th April 2018 and bonuses paid in the year leading up to April 2018.

	2018
Mean gender pay gap	8.81%
Median gender pay gap	12.97%
Mean gender bonus gap	24.49%
Median gender bonus gap	-6.80%

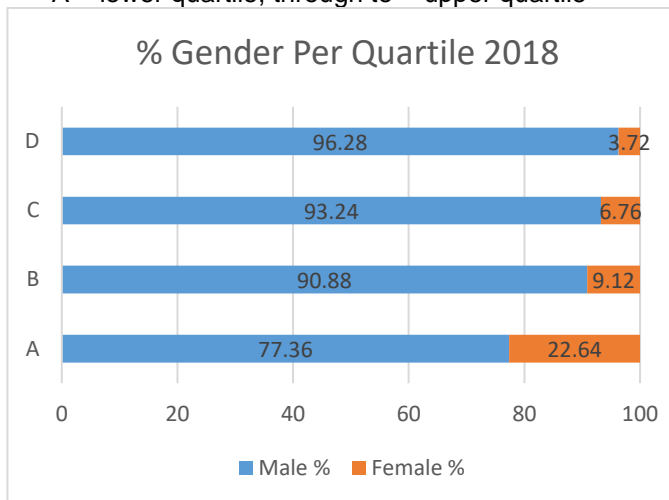


Proportion of male and female colleagues receiving a bonus payment

Colleagues in specific roles at more senior levels across the business may be awarded an annual award based on the financial performance of the business. The data on the right shows the gender split of those employees in receipt of a bonus payment in the reference year.



A = lower quartile, through to = upper quartile



Proportion of male and female colleagues in each pay quartile.

The chart to the left shows the gender split when we order hourly rate of pay from highest to lowest and group into four equal quartiles. This shows that we employ relatively fewer women in senior roles compared to non-senior roles.

Why do we have a pay gap?

Some background factors that influence our results include us being in an industry that struggles to attract both younger people and, in particular, women. We are also heavily impacted by TUPE; where we welcome employees from a range of other employers when we win new contracts. These new contracts can be up to 12 years in duration, or in some cases up to 25 years and as a result therefore, we inherit that workforce and how it is made up in terms of skills, pay, job roles and diversity.

The regulations ask us to set out data per quartile, evenly dividing the workforce into four groups from lowest to highest paid. This movement can reflect recruitment patterns; and changes can occur due to the number of people recruited at the higher level, Quartile D, or at the lower level, Quartile A. The change compared to any previous results does not therefore reflect women leaving the business, nor does it reflect necessarily a change in pay for certain gender groups.

The Ringway % Gender Per Quartile table above shows our workforce divided into four equal-sized groups based on hourly pay rates and it can be seen that women are significantly outnumbered. However, within our organisation and across our industry, more than 75% of employees in every Band are men and therefore it is difficult to make a direct comparison of gender pay within any Band with these unbalanced numbers. In order to make a true comparison, there would have to be a true and even allocation of job roles and job complexity with an equal number of each gender in each of these roles.

We have seen an increase in women employed in quartile A and C from our previous year's statistics and whilst the percentage of women employed remains lower than preferred, it has increased from 9.36% in 2017 to 10.55% in 2018, so some progress is being made.

Our analysis shows that any identified gender pay gap does not stem from paying men and women differently for the same or equivalent work. Rather, any gender pay gap is the result of the differing roles currently occupied by men and women within Ringway Infrastructure Services and the salaries that these roles attract.

What are we doing about it?

We remain committed to doing everything possible to reduce any inappropriate pay gap. However, within Ringway we also recognise our limited scope to act in some areas – we have, for example, no direct control over the terms and conditions that we inherit when new contracts are won, and employees transfer into our company under TUPE.

The steps that Ringway are taking to promote gender diversity in all areas of its workforce include the following:

Monitoring data & evidence: We carry out regular data monitoring to enable better understanding of the proportions of men and women being recruited; obtaining promotions and receiving training. We also measure the proportions of men and women leaving, plus their reasons for leaving; and the numbers of men and women in each role and pay level, with a view to objectively challenging any differences found.

Unconscious Bias: Ringway continues to invest in offering unconscious bias and other diversity related training and education to enable employees to challenge both themselves and each other on any unconscious thinking that could impact decision making in general, but also specifically in relation to recruitment, development and people matters.

Recruitment: We have partnered with a recruitment process outsource (RPO) provider to ensure that our employer brand is further developed and that our recruitment strategy is focused on reaching a diverse mix of candidates. We will look further at how our approach can be adjusted to enhance female recruitment. The RPO will ensure that clear messages are passed on to any third-party recruiters so that they in turn provide us with a diverse range of applicants. We are already upskilling our hiring managers in recruitment skills and the use of objective assessment.

Pay & Reward: We will continue to ensure that we have a robust pay and reward structure and will use the data from any audits to identify trends and remove barriers to progression for all employees. Benchmarking is carried out at 'job-offer' stage and at annual pay reviews to ensure no gender bias exists, and this is objectivity maintained across all protected strands.

Family friendly initiatives: We recognise that there can be specific challenges in retaining female employees after having children and have therefore improved our maternity pay provision in 2018.

Industry Initiatives: We are members of the Women In Transport network and will encourage our employees to actively participate in this and in other industry bodies such as the Highways England diversity group.

I, Kristine Pollock, Group HR Director, confirm that the information in this statement is accurate.

March 2019