

J Tomlinson Ltd Gender Pay Gap Report 2018

Introduction

In 2017, the Government introduced legislation which made it a statutory requirement for organisations with 250 or more employees to report annually on their gender pay gap. In line with this requirement, we produced our first report in 2018 based on figures representative of the business on 5th April 2017 and for the purpose of bonus reporting, the period 1st April 2016 to 31st March 2017.

The requirements on the employer remain the same in 2018, to report on the six elements of Gender Pay as outlined below:

1. Difference in Mean Hourly Rates of Pay
2. Difference in Median Hourly Rates of Pay
3. Difference in Mean Bonus Pay
4. Difference in Median Bonus Pay
5. Proportion of Men and Women receiving a Bonus
6. Proportion of Men and Women working at each quartile of the organisation's pay distribution

Since creation of the first report in 2018, we have been looking at what is driving our pay gaps, considering the opportunities available to change them and using this as a benchmark to improve. We are also taking time to recognise some of the great work we already do to develop our people through the introduction of mentoring and coaching training as well as leadership skills training.

We also continue to develop a 3rd party application suite which, when deployed, will provide the business with a solution which delivers Enterprise Asset Management, Enterprise Resource Planning, Enterprise Project Management and Supply Chain Management. Particular focus is being given to the Enterprise Resource Planning tool as this will transform how work is allocated reducing internal pressures on the administrators to constantly re-plan work as well as scheduling work in the field for least geographical movement. This will all lend towards support of a more agile workforce and an ability to incorporate more flexible offerings in terms of working hours across all roles within the business. It will also support our work/life balance strategy with the wellbeing of our colleagues being our number one objective.

2018 Overview

This report gives the gender pay gap data in J Tomlinson Ltd at 5th April 2018.

For ordinary pay we used a snapshot date of 5th April 2018. The relevant pay period was March 2018.

For bonus pay we captured data for the 12-month period between 1st April 2017 and 31st March 2018.

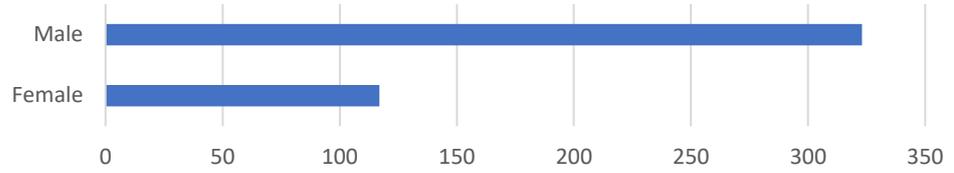
The gender pay gap data supplied is correct for people in post in J Tomlinson Ltd on 5th April 2018.

J Tomlinson Ltd supports the fair treatment and reward of all staff irrespective of gender through our One Team Values of:



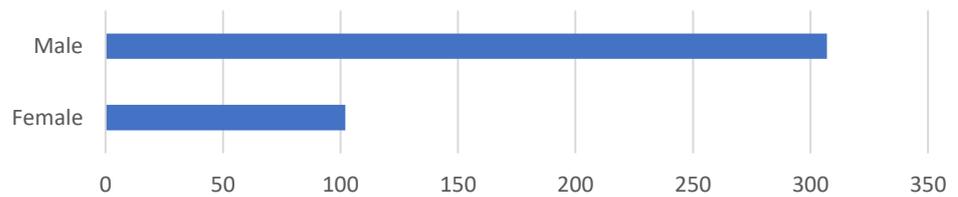
Since 2017, J Tomlinson Ltd has increased its workforce from 409 to 440 employees for the reporting period used within this report. The headcount increase has seen a higher proportion of females employed within the business during the reporting period as is reflected in the stats below.

Number of staff in post (2018)



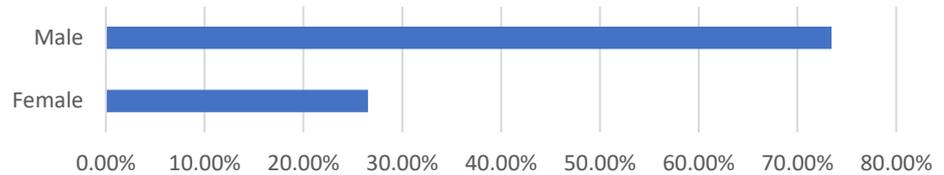
	Female	Male
Number of staff in post (2018)	117	323

Number of staff in post (2017)



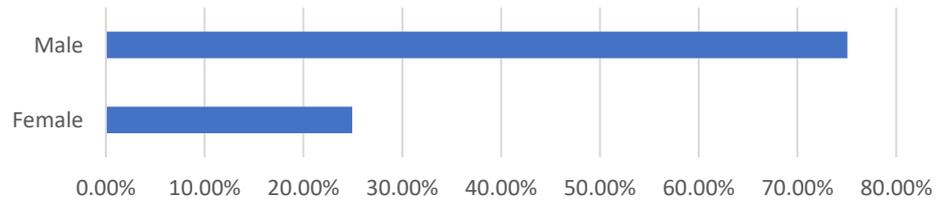
	Female	Male
Number of staff in post (2017)	102	307

Percentage of workforce (2018)



	Female	Male
Percentage of workforce (2018)	26.53%	73.47%

Percentage of workforce (2017)



	Female	Male
Percentage of workforce (2017)	24.94%	75.06%

Gender Pay Gap Data

Hourly Rates of Pay

As at 5th April 2018 there were 323 men and 117 women in-scope to Gender Pay Reporting, from which the following calculations were determined:

Difference in Mean Hourly Rates of Pay:

The mean hourly rate for women is £12.54

The mean hourly rate for men is £17.46

Mean gender pay gap is 28.18%

Difference in Median Hourly Rates of Pay

The median hourly rate for women is £9.83

The median hourly rate for men is £14.81

Median gender pay gap is 33.63%

The distribution of our workforce drives our mean and median figures, and whilst we have a very diverse workforce, we do still have a large number of our female workforce in the lower pay grades.

Difference in Mean Bonus Pay

There were no bonus payments made across the business for the reporting period

Difference in Median Bonus Pay

There were no bonus payments made across the business for the reporting period

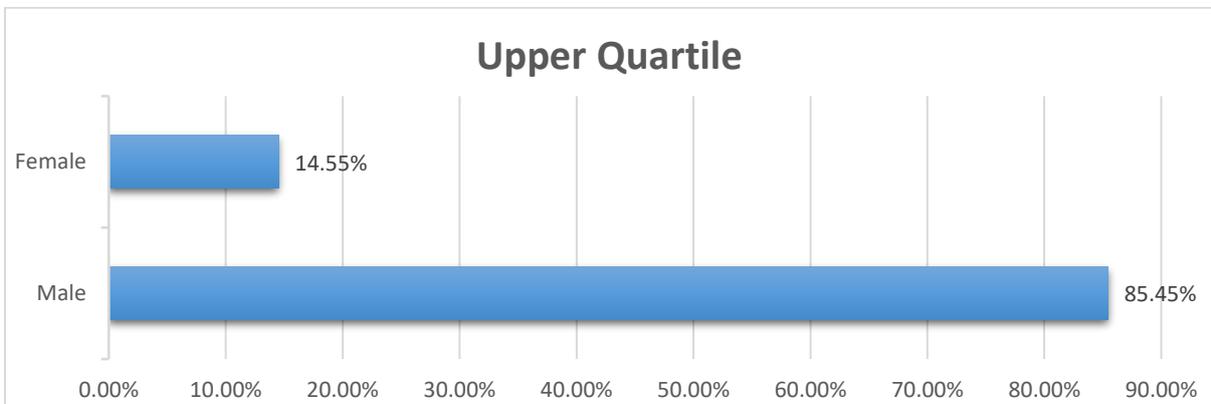
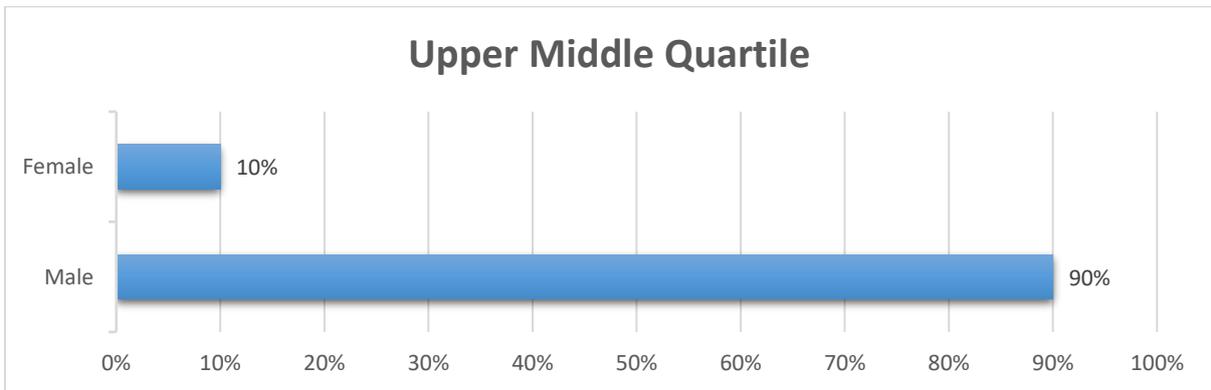
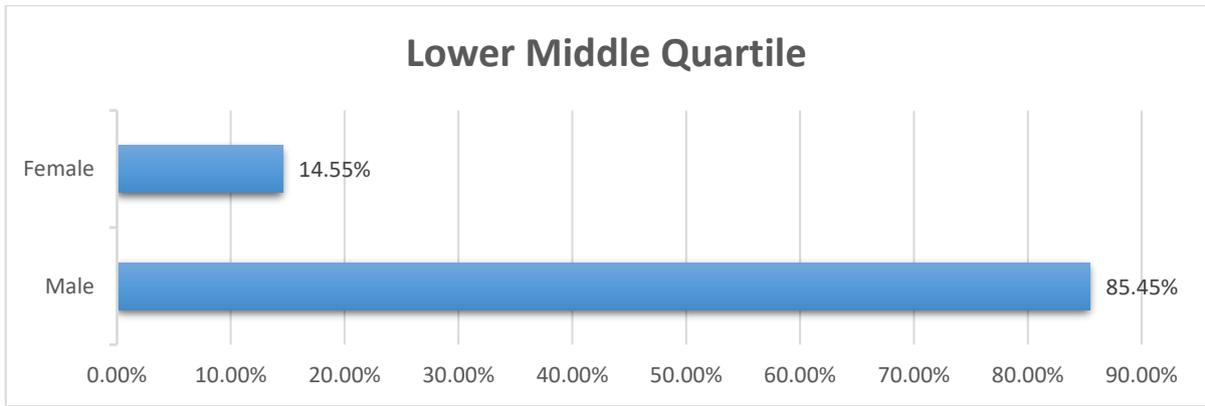
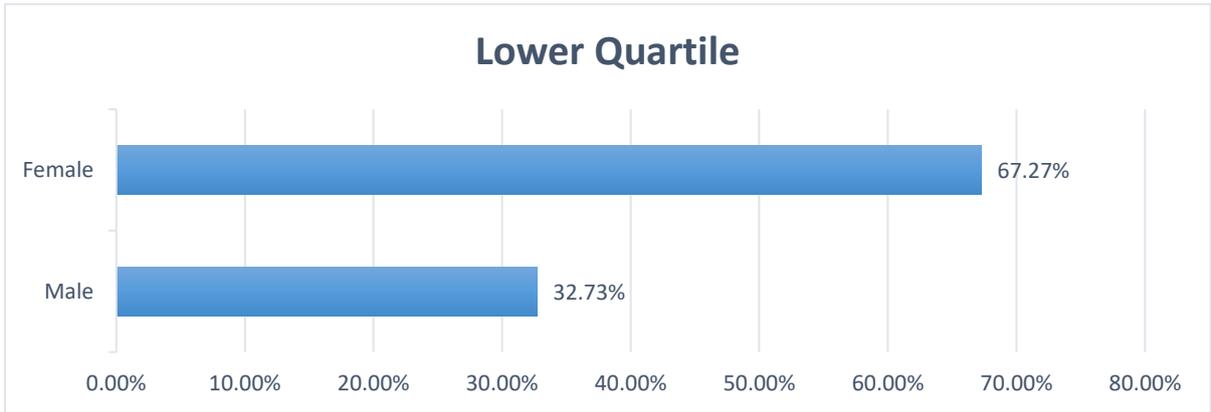
Proportion of Men and Women Receiving a Bonus

There were no bonus payments made across the business for the reporting period

Proportion of Men and Women in each quartile of the Pay Distribution

In J Tomlinson Ltd our gender pay gap is due largely to a higher proportion of women occupying lower grade roles as demonstrated in the table below, which sets out the gender distribution across our business in the four defined quartiles.

Quartile	Women	Men
Upper (75%-100%)	15%	85%
Upper Middle (50%-74%)	10%	90%
Lower Middle (25-50%)	15%	85%
Lower (0-25%)	67%	33%



While we remain committed to reducing our gender pay gap, we also recognise that our gender pay gap data continues to be reflective of many of the other organisations within the construction sector and the roles fulfilled by both women and men within this sector.

There positive percentage shift over the two reporting periods which is reflected in the upper middle and upper quartiles. This is an encouraging shift of more women recognising there are key senior leadership roles available within the sector and are coming forward to apply for vacant positions or putting themselves forward for promotion.

Our quartiles percentages are representative of the types of roles available within the sector with our lower quartile continuing to have the highest percentage of women as it is populated by contact centre staff and administrative staff. The Lower Middle continues to reflect employees who are skilled operatives working out in the field and technician roles, which are predominantly occupied by men. Upper Middle reflects supervisory and mid-manager roles, which are largely occupied by men and by those who have worked their way up from craft and technician positions. However, our continued growth and recruitment during 2017/18 has seen an increase in females into this quartile as well as in the upper quartile with both internal promotions as well as external applicants being appointed.

We remain proactive in encouraging more women to consider careers in the construction industry through our active participation in promoting the sector across schools and colleges with an emphasis on early careers including ensuring our presence at career fairs across the UK. We also support work experience opportunities and are actively involved in backing and participating in Women in Construction events with local sponsors to promote the many opportunities which exist within the sector.

We actively nominate all our employees for industry awards and place particular emphasis on those which are female orientated to utilise all platforms available to promote how rewarding a career within the sector can be.

Our apprenticeship levy is currently being utilised to promote internal as well as external development. We have placed a great emphasis on upskilling our internal workforce with leadership qualifications, especially our current middle management tier and those wishing to develop a career path towards management.

Action Plan

Pay Awards and Conditions

Our pay and conditions of employment are gender neutral with a view to ensuring that both men and women are paid the same for doing like work, work rated as equivalent or work of equal value.

Recruitment

Our recruitment policy is based on fair and open competition. We ensure all our job adverts have gender-neutral language and are advertised via accessible channels which are not geared towards the sector.

Flexible Working

We will continue to support staff who wish to work more flexibly, across all grades. We will give due consideration to all requests from all roles for opportunities where applications are received to job share, reduce hours, or adopt flexible working patterns.

Wellbeing

Our employees remain at the heart of our business and therefore their wellbeing is of upmost importance. We will continue to proactively raise awareness of work-life balance and caring responsibilities, regardless of gender identity. We have commenced an exercise to evaluate reasons for absence to ascertain cause and appropriate response so that we can continue to adopt a culture where we can talk openly about health concerns thus providing support to our colleagues and managers accordingly. We have also started the development of a wellbeing policy for the business which is looking to include the introduction of an Employee Assistance Programme as well as the training of a team of Mental Health First Aiders as possible options for deployment.

Performance Management/Personal Development

Following the introduction of a full appraisal programme in the previous year across all roles, take up was slow across the business. We therefore re-launched the programme in 2017/18 with the delivery of training to leaders/managers on how to host an appraisal review. This also included steps on how to populate a meaningful development plan for those individuals who wanted to either become more competent in their current choice of role or embark on a career path within the business both within and across our six internal divisions. This, we envisage, will improve areas of development, engagement, and productivity across the business.



Mark Davis
CEO