



# GTC UC Gender Pay Gap Report 2022



# What is meant by gender pay gap?

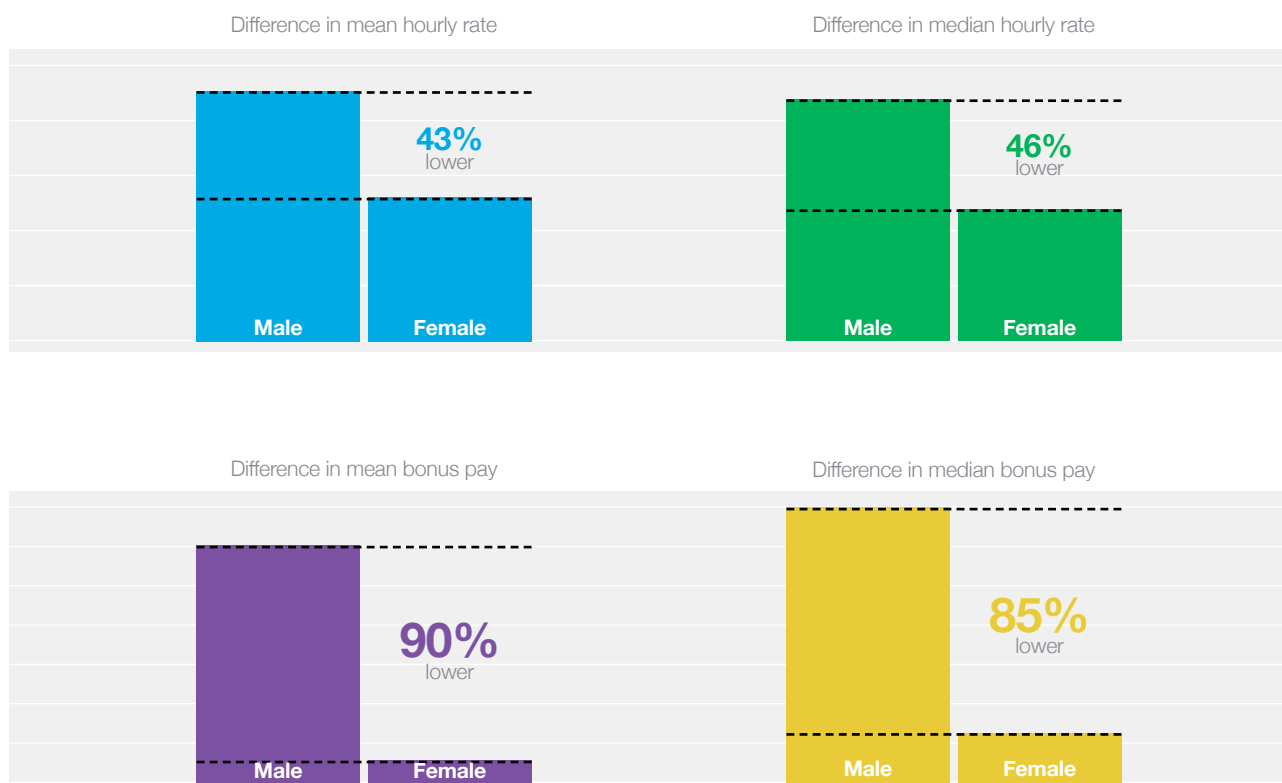
**Employers with over 250 employees are required to publish statutory calculations every year showing their pay gap between male and female employees.**

The gender pay gap is the difference in the average earnings between men and women, regardless of the roles they perform. Gender pay differs from 'equal pay', which looks at pay differences between people carrying out the same or comparable work.

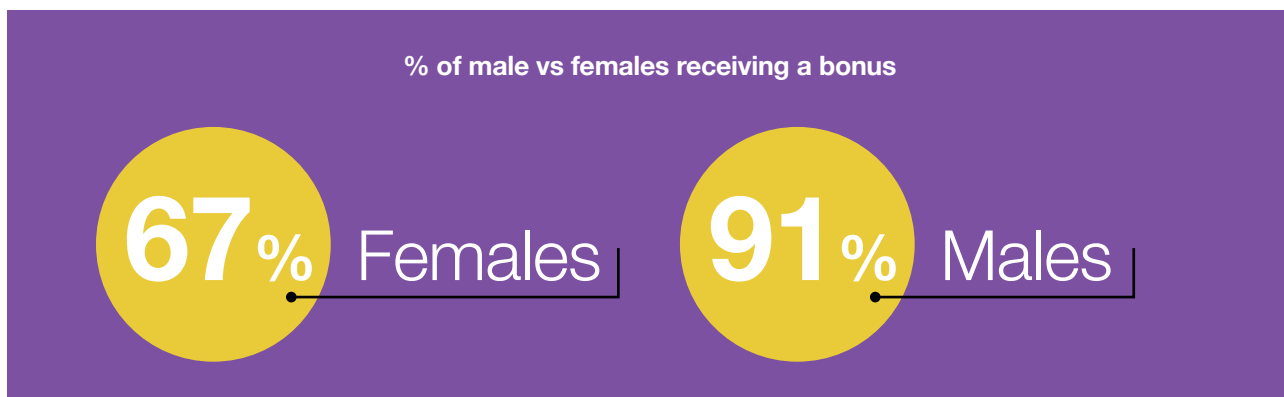
The calculations carried out by the Company are shown in the document below and are based on the snapshot date of 05 April 2022. They have been completed in line with the Government regulations (available through the ACAS website).

## How much is our gender pay gap?

At 05 April 2022 the gender pay gap in GTC Utility Construction was 43% this has increased from 2021 which was 35%. The mean and median gender pay, and bonus gap can be seen in the graphs below:

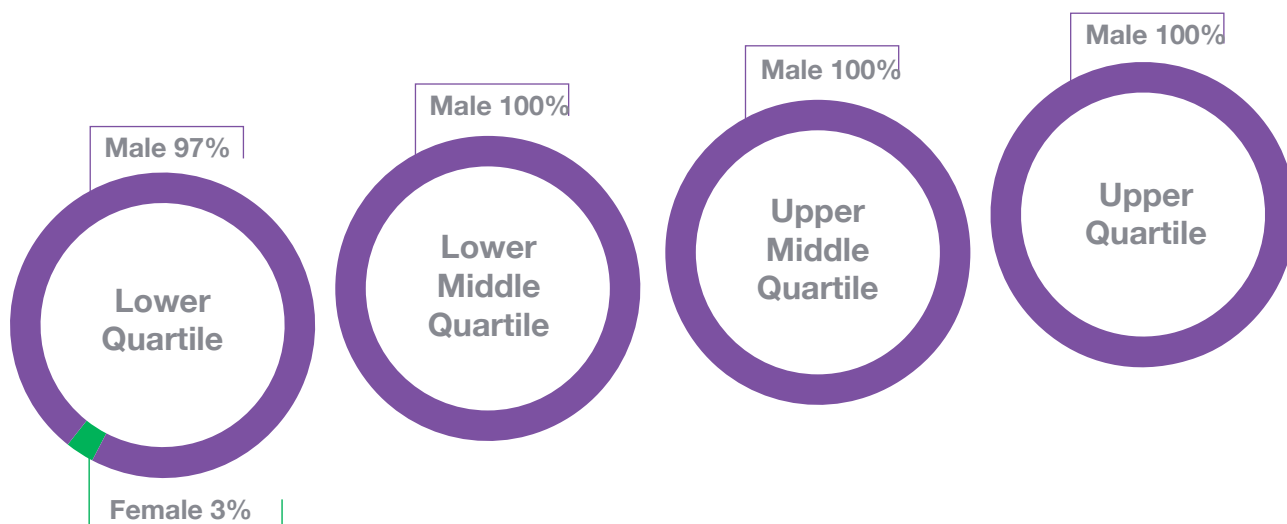


Female employees receiving a bonus went from 50% in 2021 to 67% in 2022. Male employees receiving a bonus dropped from 98% to 91%.

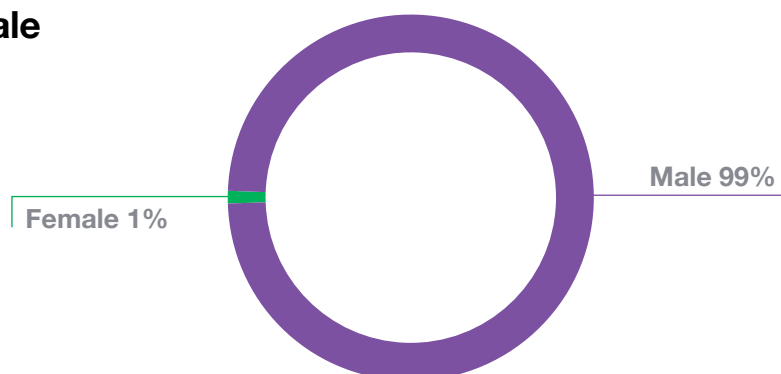


### Quartile pay band distribution

This is calculated by ranking the hourly rate of all employees from the highest to the lowest paid, dividing this list into four equal parts and working out the percentage of males and females in each of the four parts.



### Gender split male vs female



# Why is GTC Utility Construction's gender pay gap higher than average?

**The business works across the construction, engineering and utilities sectors which are historically dominated by male employees.**

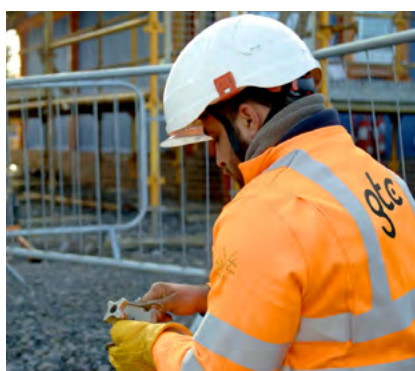
One of the big factors for the under representation of women in the utilities, engineering and construction sectors is that historically fewer women both in general and at a senior level have studied the STEM subjects (Science, Technology, Engineering and Maths) at school, college and university, meaning fewer women apply for roles in these sectors.

GTC Utility Construction is a field-based business, employing predominately manual workers who are technically qualified in engineering disciplines. These positions can attract productivity bonuses. The field work does not lend itself to part time or flexible working arrangements. Work that does lend itself to flexible working arrangements is traditionally more attractive to women.

Following an analysis of the data, the key reasons for our gender pay gap are:



**The industry we work in, is historically dominated by male employees.**



**Most roles in GTC Utility Construction are field based carried out by manual technical workers. Such roles are not traditionally attractive to females. The opportunity to earn higher rates of bonus is more prevalent in such roles.**



**The field-based roles do not lend themselves to flexible working arrangements.**

# How are we addressing the gap?

## Great Place to Work®

We are committed to providing a diverse and inclusive workforce, and to ensure all our employees and job applicants feel respected, safe and have the confidence to be themselves at work. We are committed to reducing our gender pay gap and ensuring we attract and recruit people from every part of our community and support our employees to achieve their full potential and feel valued and included, regardless of their gender, ages, race, disability, sexuality or social background.

We are making progress but there is more to be done. Our commitment to reducing the gender pay gap is reinforced through this commitment and by continuous improvement of our working practices and policies by listening to the voice of our colleagues. We have ranked for five consecutive years for the UK's Best Workplaces™. 2021 and 2022 we ranked in the UK's Best Workplaces™ for Women and in 2022 and 2023 for UK's Best Workplaces for Wellbeing™.

## Timeline of Best Workplaces™ Awards



We are mindful of the need to actively support and encourage women into the technical and field-based roles within the company, this is a key issue which we are tackling.

GTC UC are engaging WISE (Women into Science and Engineering) to carry out a diversity and inclusion audit in order to actively seek out ways to help address the Gender Pay Gap. GTC have initiated a continuous development approach to our recruitment process in order to identify how we can maximise diverse attraction, application and appointment to our roles and specifically to ensure our adverts appeal to both genders. We are working towards a 50/50 gender split on applications for all roles. We will also train our teams and managers with recruitment best practice. We aim to select the best candidate for our roles, ensuring an inclusive and equal process is followed.

We ensure that our job adverts use gender neutral language to avoid word choices which may be interpreted as biased, discriminatory or demeaning by implying that one sex or social gender is the norm and have engaged Umbrella Analytics to facilitate this.

We are also reinvigorating our overall EDI processes and practices and have identified this is a key organisational priority. Our aim is to attract, develop and retain a high performing, diverse workforce and our priority and current working practices are being reviewed to draw up an action plan and key milestones.





We continue to work in the communities in which we operate to encourage females to choose a career within our industry. We have a STEM (Science, Maths, Engineering and Maths) Ambassador Programme which builds relationships with local educational institutions to further encourage and promote the opportunities that are available for females to pursue a career in a STEM related subject and challenge stereotypes. We are introducing a work experience programme this year which aims to encourage young people to gain experience within the engineering industry. We will aim to recruit a 50/50 split of male and female students into the programme.

We have an Engineering Graduate Scheme across the business and of those appointed 25% were female. We continue to promote this programme and aim to attract a higher number of female graduates to apply for our scheme each year. We are also offering a Finance Graduate Scheme and Commercial Graduate Scheme to start in 2023.

Those employed in technical field-based roles have the opportunity of career advancement through promotion to management and senior management positions which further compounds the pay gap. We also run a programme to train assistants to become team leaders. Although the field based teams are predominantly men, we are seeing an increase in their managers being women who often move from office positions into a project manager role.

We are reviewing our flexible working policy; rigorously testing the boundaries of flexibility, including offering part time/ job share / hybrid working opportunities to increase the talent pool across the company and understanding that flexibility in work is a key attraction and retention tool for female employees.

We are in the process of reviewing our Maternity benefits, to ensure that we are in a competitive position to attract female employees.

We have a specific first line management training programme to equip employees with the necessary skills to apply for more senior roles and therefore encourage female employees to apply for management level positions. This training course provides specific unconscious bias coaching, in both the recruitment and selection module and the performance management module, which also includes fair treatment and equal opportunities.

We have introduced a Leadership and Management Programme for middle managers, senior managers and directors to ensure there is a consistent approach to managing people and to equip managers with the skills/ competencies they need to lead their teams. This provides equality, diversity and inclusion training and will ensure that we are giving the same message of our commitment to be an all-inclusive employer to all our leadership team.

Having a passionate, happy and diverse workforce is central to our continued success as a business. We will continue to ensure we deliver on our commitment to creating a more inclusive workplace, that attracts and develops its employees and ensures they can succeed, regardless of their gender or background.

**I confirm that the statement is true to the best of my knowledge and belief**

**Sue Piper-Lane**

Head of HR

