

Gender Pay Gap Report
2020



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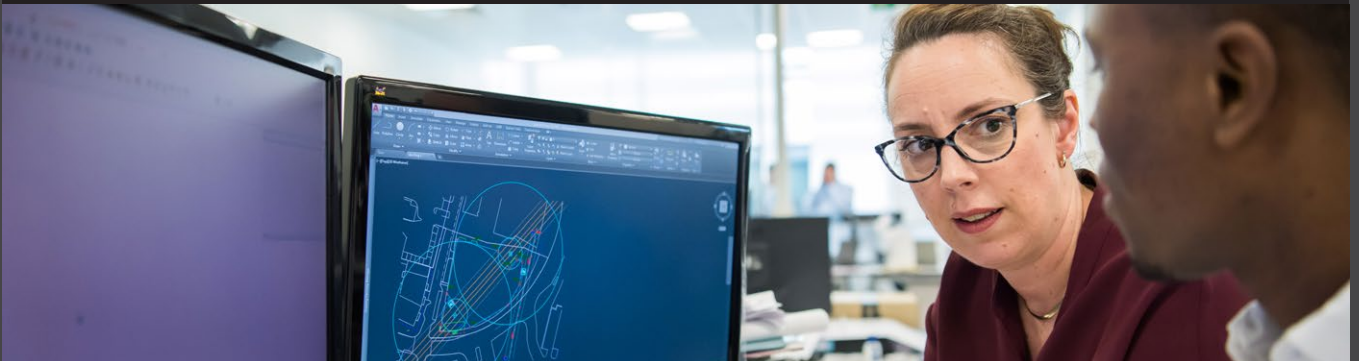
Reporting explained

From April 2018, companies have been required to disclose a number of specific gender pay and bonus comparisons on an annual basis. This report provides our data as at April 2020.

What is the gender pay gap?

The gender pay gap is the difference in average pay between men and women regardless of their role. This means that if a significant proportion of senior, higher paid roles were carried out by males, there would be a significant pay gap.

A gender pay gap is different from equal pay which is about a man and woman receiving equal pay for the same or similar job.

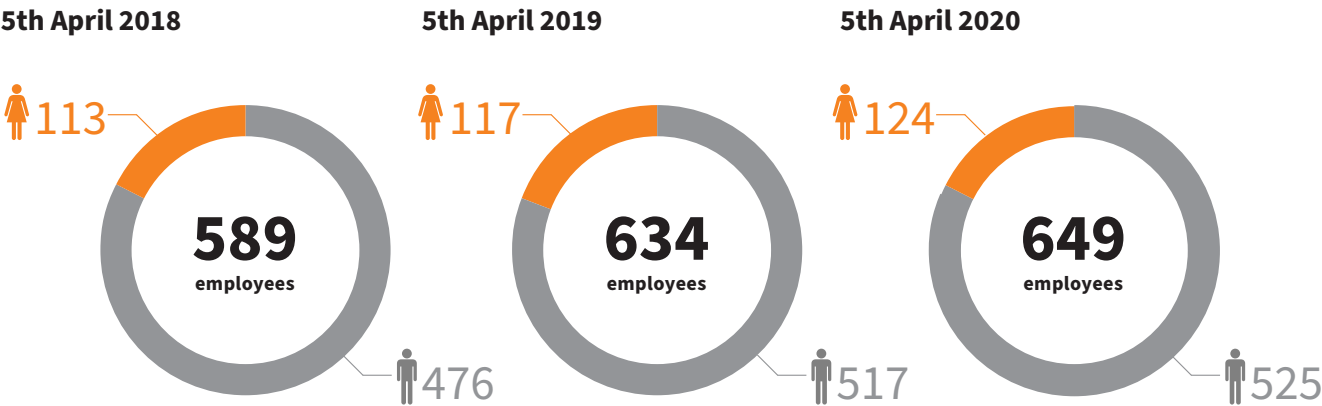


Our people

Employee numbers

The construction industry has historically been male-dominated, which means fewer females in our industry than in others but also that those rising to senior positions are more often than not male.

However, the number of relevant full-pay women employed during the reporting period rose from 117 to 124, a modest increase of 5.6%.



Percentage split



Our people



Pay and bonuses

Gender pay gap – mean

The figures shown are based on the mean difference in average hourly pay of all men and women in McLaren Construction, regardless of their job role.

To calculate the mean difference, we add the total hourly pay for all male employees and divide by the number of men to get the average. We add the total hourly pay for all female employees and divide by the total number of women to get the average. The two figures are then compared by calculating the average female hourly rate as a percentage of the average male hourly rate to get the mean hourly gender pay gap.

Mean gender pay gap
5 April 2018

50.6%

Mean gender pay gap
5 April 2019

47.4%

Mean gender pay gap
5 April 2020

45.9%

Gender pay gap – median

The figures shown are based on the median difference in average hourly pay of all men and women in McLaren Construction, regardless of their job role.

To calculate the median, we arrange the hourly pay for male employees and the hourly pay for female employees from the lowest to the highest to find the midpoint value for each gender. We then calculate the difference between the two midpoint values to give us the median hourly pay gap.

Median gender pay gap
5 April 2018

58.4%

Median gender pay gap
5 April 2019

49.4%

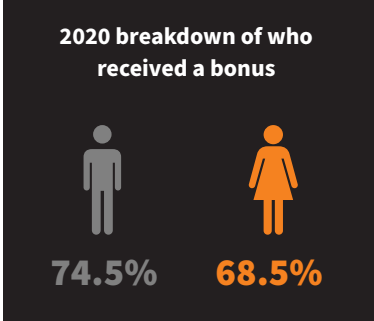
Median gender pay gap
5 April 2020

50.1%

Pay and bonuses

Bonus gender pay gap – who received a bonus

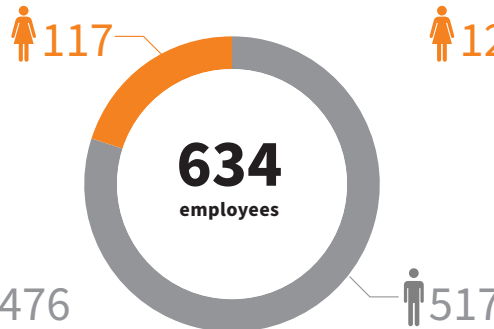
The construction industry has historically been male-dominated, which means fewer females in our industry than in others but also that those rising to senior positions are more often than not male. However, the number of relevant full-pay women employed during the reporting period rose from 117 to 124, a modest increase of 5.6%. McLaren Construction has a discretionary annual bonus scheme for which all employees are eligible.



5th April 2018



5th April 2019



5th April 2020



Bonus gender pay gap – mean and median

Mean gender pay gap in bonus pay
5 April 2018

75.9%

Mean gender pay gap in bonus pay
5 April 2019

79.4%

Mean gender pay gap in bonus pay
5 April 2020

74.6%

Median gender pay gap in bonus pay
5 April 2018

75%

Median gender pay gap in bonus pay
5 April 2019

75%

Median gender pay gap in bonus pay
5 April 2020

66.7%

Pay and bonuses

Pay and bonus results

Our mean gender pay gap has reduced to an all-time low of 45.9% since reporting began. The slight increase in the median gender pay gap for females reflects the fact there is less representation in the upper pay quartiles.

Similarly, our mean and median bonus gender pay gap reflects the lower representation of females at a senior level. Additionally, several large projects were coming to close during the reporting period which would be reflected in the bonuses paid predominantly to those in the upper pay quartiles.

Pay quartiles

Our pay quartiles show the proportion of female and male employees according to four pay bands. The bands are defined by ranking all our employees from the highest to the lowest paid, then divided in to four equal parts to show the percentage of males and females in each of the quartiles.

A key factor to the gender pay gap figures at McLaren Construction that has not changed since reporting began, is that there are more female employees in junior and administrative roles in comparison to male employees. Within the construction industry as a whole, there is still a degree of occupational segregation. This means that as the majority of our senior roles are held by males, with females mainly in the lower and lower-middle paid quartiles.

5th April 2019

Lower quartile	Lower middle quartile	Upper middle quartile	Upper quartile
55.7%	78.0%	96.2%	96.2%
44.3%	22.0%	3.8%	3.8%

5th April 2020

Lower quartile	Lower middle quartile	Upper middle quartile	Upper quartile
56.9%	82.9%	97.5%	98.4%
43.1%	17.1%	2.5%	1.6%



Closing the gap

Moving forward

At McLaren Construction we recognise that we need to take further steps to address our gender pay gap. Due to the nature of the construction industry, there is typically a large disparity between the proportion of male and female employees. We are committed to improving on this and although this is not something that can be changed overnight – our results this year show that we have made progress.

We will continue to promote careers within the construction industry to young women by attending school visits and attending careers fairs. We recognise that helping to close the gender pay gap begins with changing the perception of construction for the next generation of female workers. So far this year, a female member of our principal design management team hosted a lecture at Loughborough University – demonstrating the great opportunities available within construction. Also, one of our site teams attended a university and apprenticeship fair at a local girl's school. We also work with our clients to help engage people in local communities to consider a career in the industry.

We have developed an Early Careers brochure available on our website and distributed at careers fairs. This has been produced to promote careers within McLaren Construction – not only in construction related roles but also in group corporate functions. It also directly debunks the myth of the construction industry and STEM (Science, Technology, Engineering and Mathematics) careers in general being solely geared to men.

Our organisation recognises that a major part of addressing the gender pay gap is operating more transparent processes regarding salary, bonus and promotions. Within the next year we hope to launch a clearer rewards and career pathways structure. This will help to ensure fairness when deciding rewards and structure when evaluating performance. This will enable women within the business to see clearly how they can develop into more technical or senior roles.

We already have an enhanced maternity policy which is designed to encourage parents to return to work by enhancing their salaries by 20% for the first six months back in post. In the future we plan to expand our family friendly policies to supporting working parents.

To help steer a culture to improving gender diversity within McLaren Construction we have plans to develop an employee forum of representatives from construction and group corporate teams within the business. This will allow employees to come together to foster ideas, provide input across a range of areas but in particular, ways to encourage improving gender diversity.

Although this year's results have improved in some areas, as an organisation we realise the importance of improving our diversity and inclusivity. Not only will this bring diversity of thought, approaches and innovation across the business but also allows us to tackle the skills shortages in our industry. We are an equal opportunities employer and enjoy, promote and value a diverse workforce, operating an inclusive environment where everyone has an equal opportunity to achieve their potential. In addition to our professional & technical training programmes we will also focus on personal development to encourage progression across all occupations.

Further inclusion - Disability Confident Employer

We are accredited as a Disability Confident Employer – a Government initiative to challenge attitudes towards disability, remove barriers to disabled people and those with long term health conditions in employment and ensure that disabled people have the opportunities to fulfil their potential and realise their aspirations.