



Gender pay gap



Gender Pay Gap report 2018

I am pleased to share our Gender Pay Gap Report, which shows that our overall gender pay gap has reduced by 9% and our female population has increased by 4%. Although our overall bonus pay gap has increased by 12%, we understand that this is in part impacted by historic demographics and that there will be a transition that can only be achieved as more women enter the industry and move into senior management. We are therefore actively engaged in seeking ways of improving this position.

It is worth remembering that the definition for 'gender pay gap' is the difference in average earnings between men and women across the business, as opposed to equal pay. VolkerWessels UK actively reviews and monitors remuneration practices to ensure a fair approach is adopted across the company. As a major player in infrastructure and construction across the country, VolkerWessels UK is particularly impacted by the national averages for men and women working in the industry.

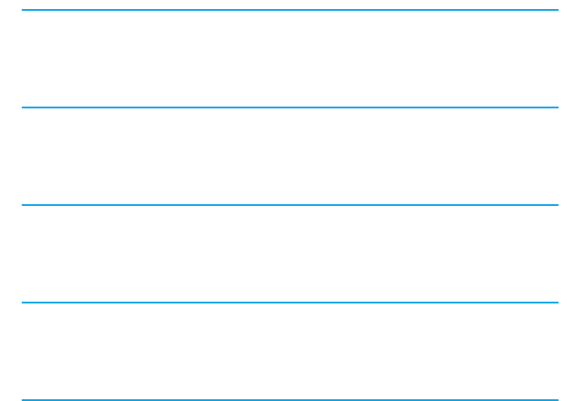
We are committed to improving the employee gender balance, which currently stands at 81% men and 19% women in VolkerWessels UK. We are working with the wider industry to encourage more women into construction and we are looking at a number of ways to enhance the representation of women across our business. An important starting point is to ensure that we attract and develop a more diverse workforce. During 2018, we have more than doubled our number of female apprentices, and we have worked to enhance our schools' engagement programme, aimed at raising awareness of careers in civil engineering, construction and associated professions such as quantity surveying. However, there is still more to be done to address the gender pay gap, and we will broaden our talent pools and identify transferable skill sets to help increase our female population in middle management and senior level roles.

More generally, we are pushing forward the agenda for Equality, Diversity and Inclusion and have appointed a permanent Head of EDI who, with the support of the board, is actively challenging the business to improve equality, diversity and inclusion for everyone. Our teams are passionate and motivated to drive this agenda, and we have already achieved our conditional Investors in Diversity accreditation. We plan to achieve full accreditation in the second quarter of 2019. This is also being supported by the roll out of our bespoke EDI training across the business and the inclusion of EDI competencies in our development and performance reviews.

I am proud to say that we have a business based on family values that believes in treating people with respect and fairness, irrespective of whether they are male or female. Our challenge is to now work with our industry to address the gender imbalance as a whole and we are embracing this challenge across our teams.

Alan Robertson, CEO

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Addressing the gender pay gap

Across VolkerWessels UK, the board and senior leadership teams are committed to improving our overall gender pay gap, and a particular focus on EDI over the last 12 months is one route to achieving this. We have been building foundations for a truly inclusive culture, specifically tailored to our individual businesses.

Some of the highlights in this area over the past year have included:

- The appointment of a Head of EDI, to lead our related programmes
- Investors in Diversity accreditation and shortlisted finalists for 'Diversity Steering Group of the Year' and 'EDI Lead of the Year' by the National Centre of Diversity
- Involvement and support in national campaigns, such as International Women's Day, Women in Rail and Women in Engineering, to raise the profile of senior opportunities in our sectors
- Investing in the number of females undertaking apprenticeship programmes
- Encouraging employees at all levels to understand more about EDI and how they can support an inclusive culture by running EDI awareness training
- The introduction of 'gender neutral' recruitment advertising

We recognise that these are initial steps along the journey to rebalancing the gender pay gap at VolkerWessels UK, and our continued focus on this area will encompass:

- Developing and embedding an inclusive culture across the business
- Supporting a schools' engagement programme, aimed at promoting opportunities in our sector to a targeted audience
- A fully inclusive recruitment and attraction strategy, to broaden our available talent pool
- Investment in training and development, to ensure a robust female talent pipeline for the future
- A returners programme, focused on females returning to work after a period of absence to help encourage and retain females into senior level positions



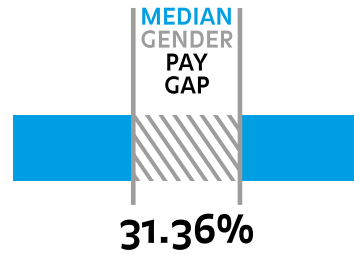
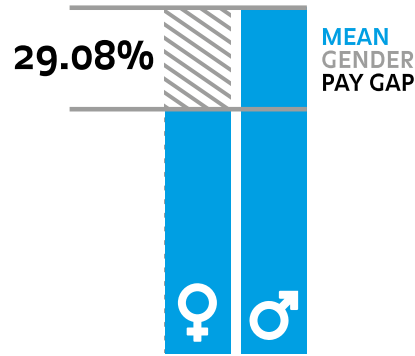


We are committed to treating people with respect and fairness, irrespective of whether they are male or female.

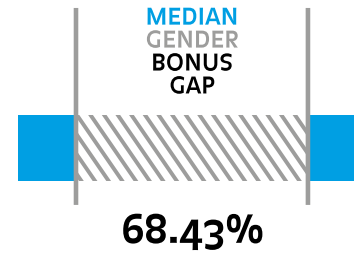
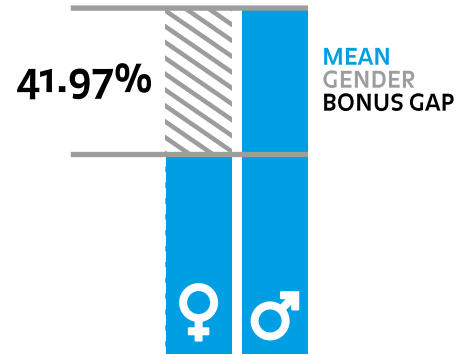
Matt Woods,
Group Commercial Director



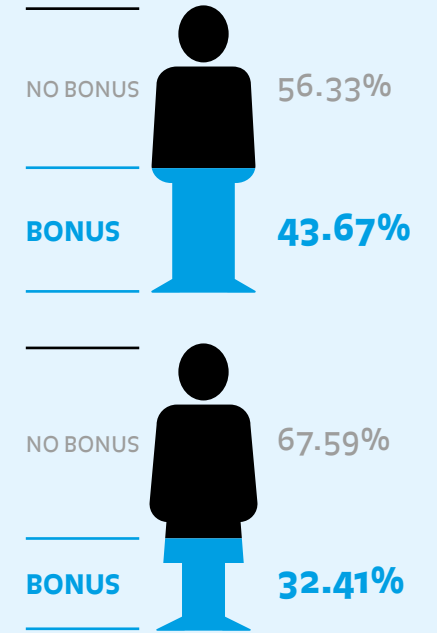
Pay gap



Bonus gap

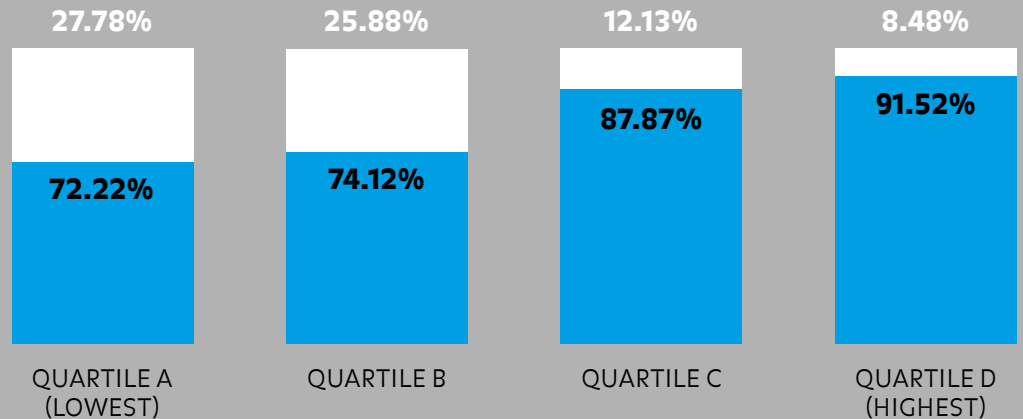


Proportion of colleagues receiving a bonus



Gender pay by quartiles
(by gender)

♀ FEMALE
♂ MALE





Redressing the gender imbalance continues to be a key priority at VolkerFitzpatrick, with the Gender Pay Gap Report providing an opportunity to better understand our areas of focus.

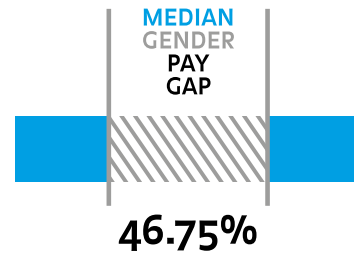
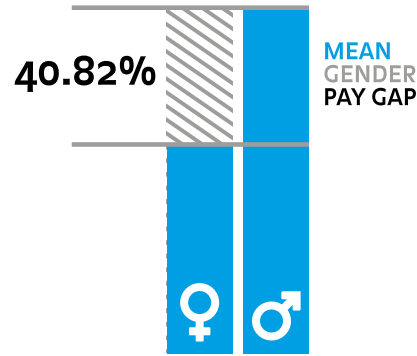
Progress has been made in the past year, and more women received a bonus in 2018 than the previous year. However further work is required to continue to improve the gender balance in our senior roles, with the current sector-wide issue of under-representation of females in senior positions leading to an increasing gender bonus gap this year.

We are supportive of the initiatives, both within our organisation and externally, to attract and retain more women with the aim of successfully increasing the number of women within VolkerFitzpatrick at all levels and leading to a reduction in our gender pay gap.

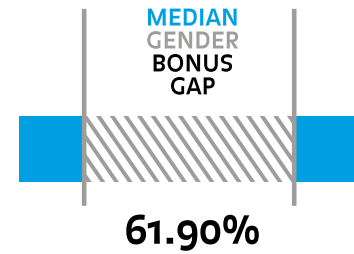
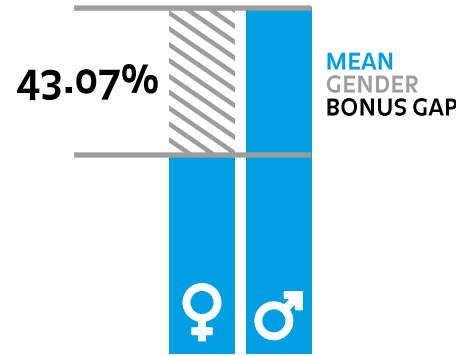
Richard Offord, MD



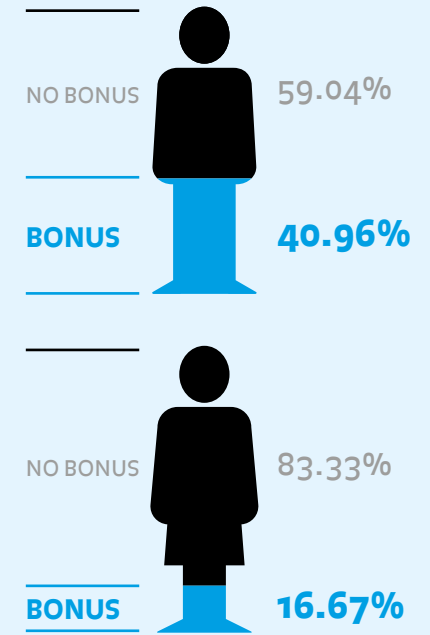
Pay gap



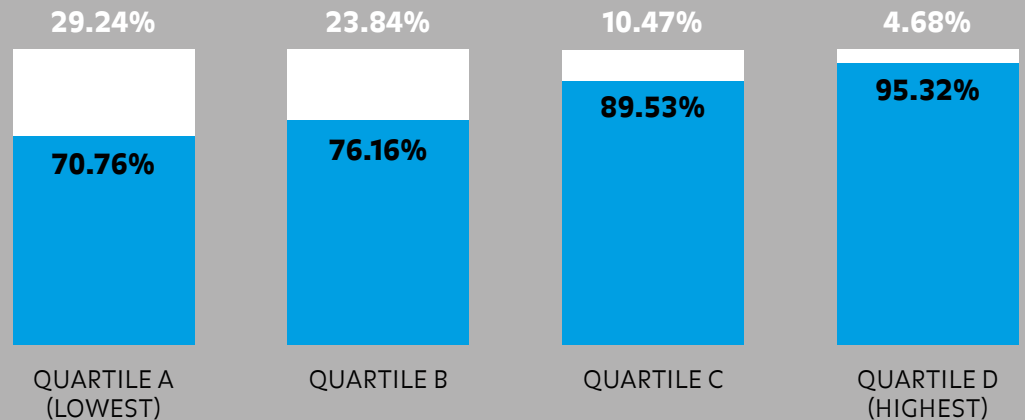
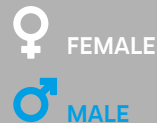
Bonus gap



Proportion of colleagues receiving a bonus



Gender pay by quartiles (by gender)





Overall, VolkerRail’s mean pay and bonus gap showed an improvement, which is an encouraging step forward in addressing the gender imbalance. In addition, we have increased our female employee population by 20% in the past year, compared with an overall headcount increase of 7.5%. This is also reflected in the fact that the population of females has increased in the three highest paid quartiles.

We are fully committed to our EDI strategy; it is pivotal in addressing future skills shortages within the rail industry. We also recognise the need to improve the representation of females within our middle and senior management levels, and as we continue to take positive action over the coming year, we are confident that our gender pay and bonus gaps will further reduce in the future.

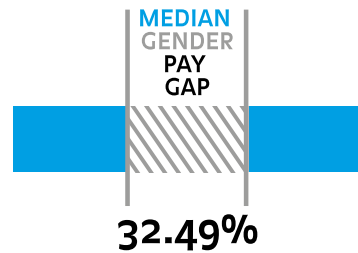
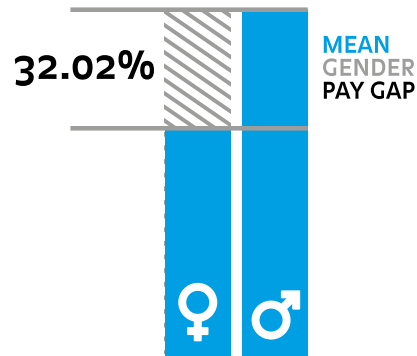
Steve Cocliff, MD



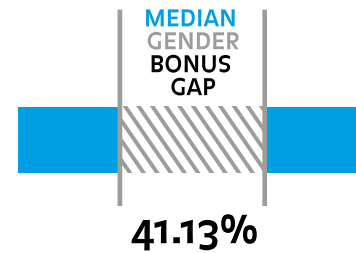
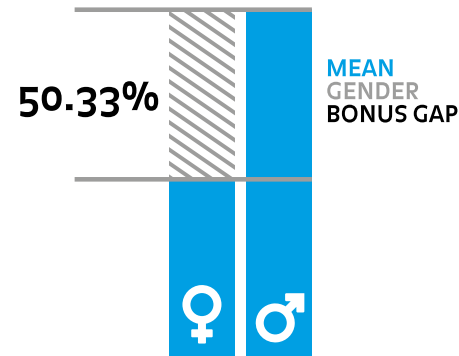
*In this report, VolkerRail incorporates: VolkerRail Group, VolkerRail Limited and VolkerRail Specialist Businesses Limited.



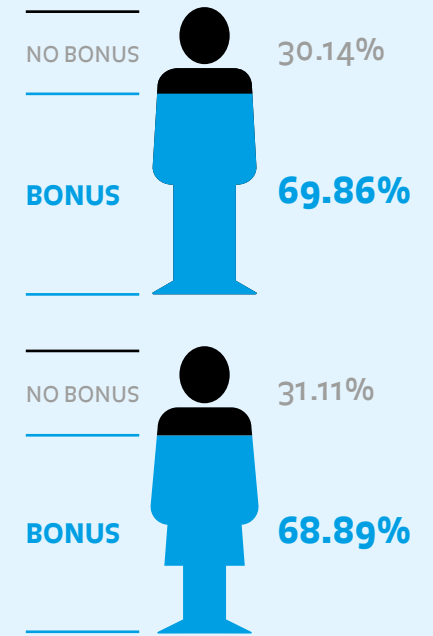
Pay gap



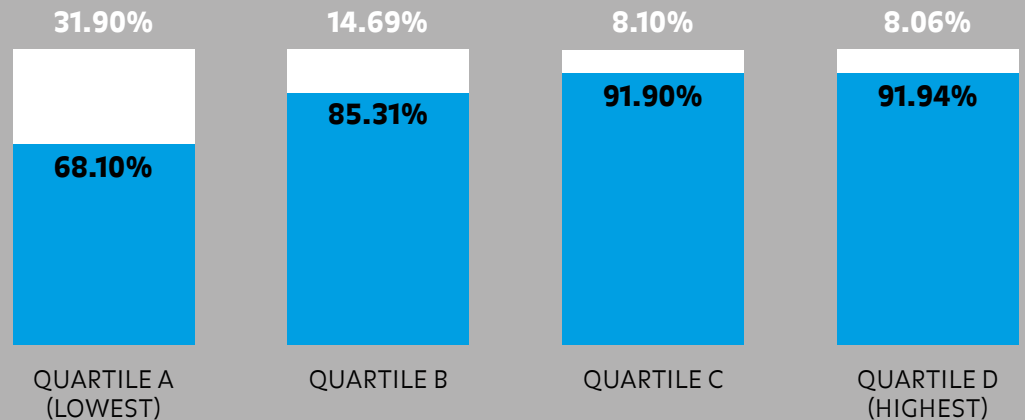
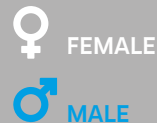
Bonus gap



Proportion of colleagues receiving a bonus



Gender pay by quartiles (by gender)





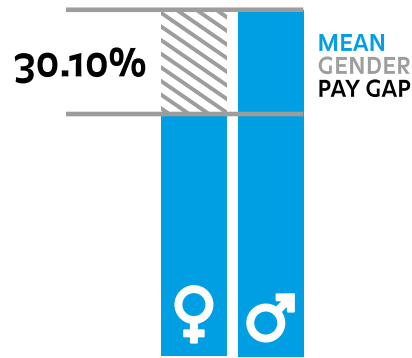
We are pleased that our gender gap has improved by 11% since last year, and our gender bonus gap has improved as well. Encouragingly, a review of our bonus gap at each pay quartile demonstrates an improvement throughout the business.

The gender pay regulations have given us an insight into where we need to act. We are working across VolkerWessels UK to address the gender imbalance, and within VolkerStevin we will be targeting a further improvement in our female representation over the coming year especially in middle to senior level roles.

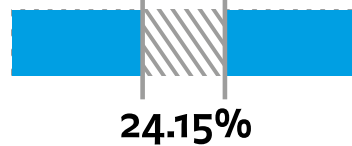
Rob Coupe, MD



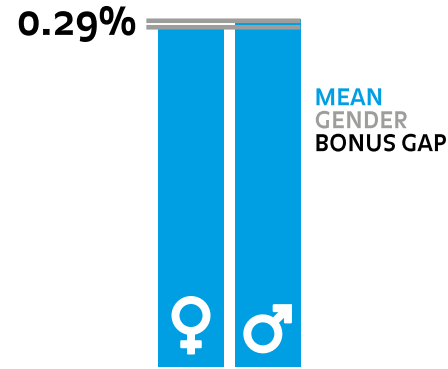
Pay gap



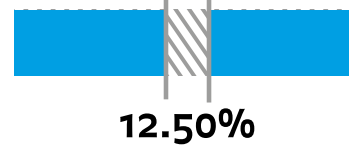
MEDIAN GENDER PAY GAP



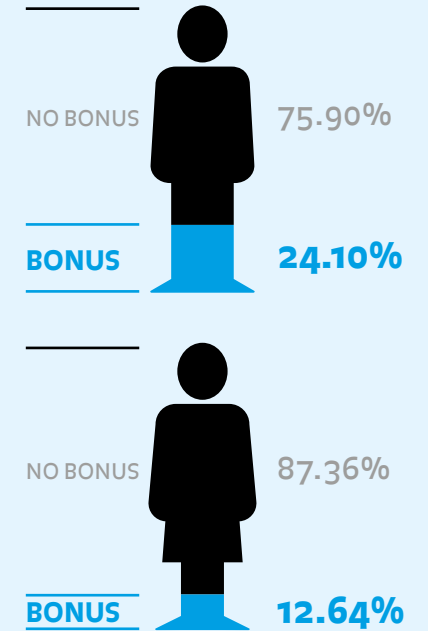
Bonus gap



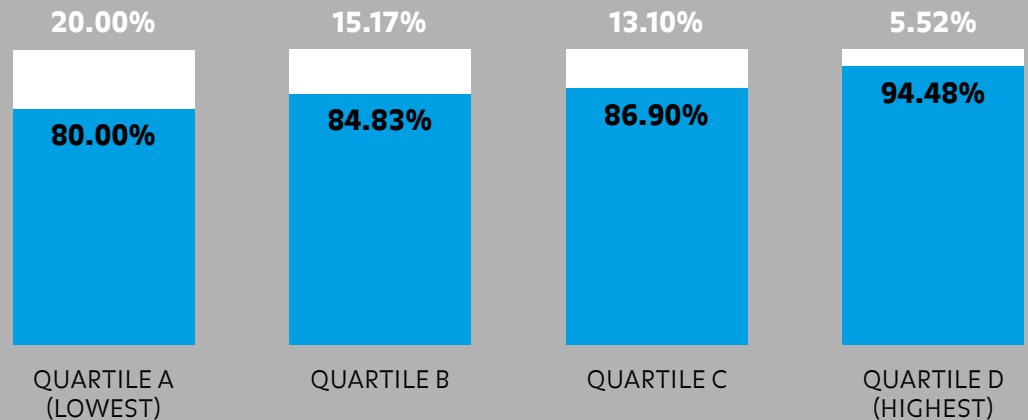
MEDIAN GENDER BONUS GAP



Proportion of colleagues receiving a bonus



Gender pay by quartiles
(by gender)





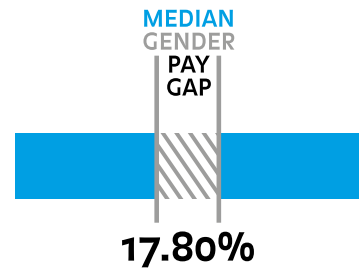
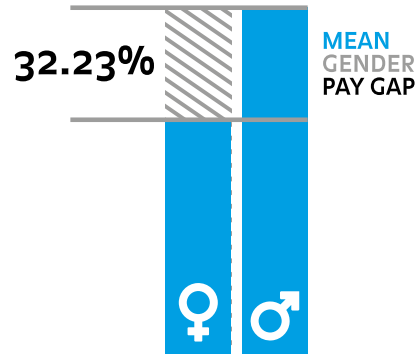
Equality, diversity and inclusion is a key focus for VolkerHighways and therefore, since last year, we have ensured that our employees understand how we can all work together to create a supportive and inclusive environment. This will continue to be a key focus for the business, which will also benefit from the broader development throughout VolkerWessels UK of a diverse and representative business.

I am pleased that in comparison to last year VolkerHighways' gender pay gap has reduced by 3.6% and our bonus gap has also reduced by 27%. These are positive movements that are reflective of our actions, and I look forward to further improvement in the future.

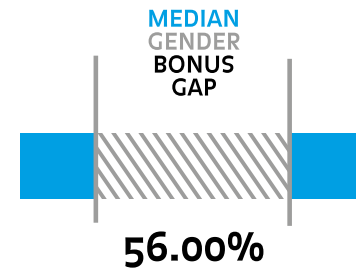
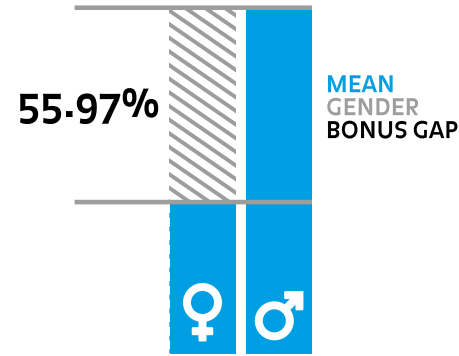
Alistair Thompson, MD



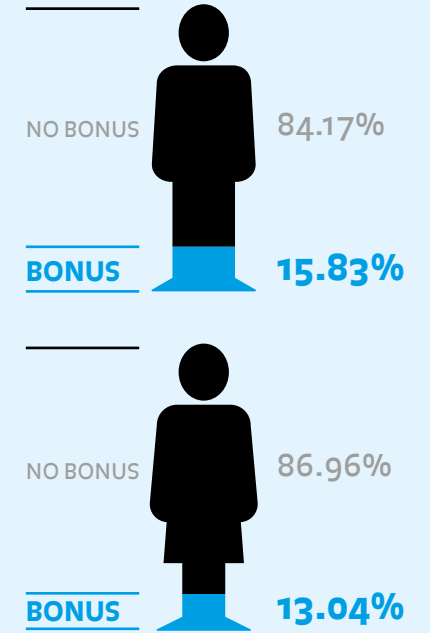
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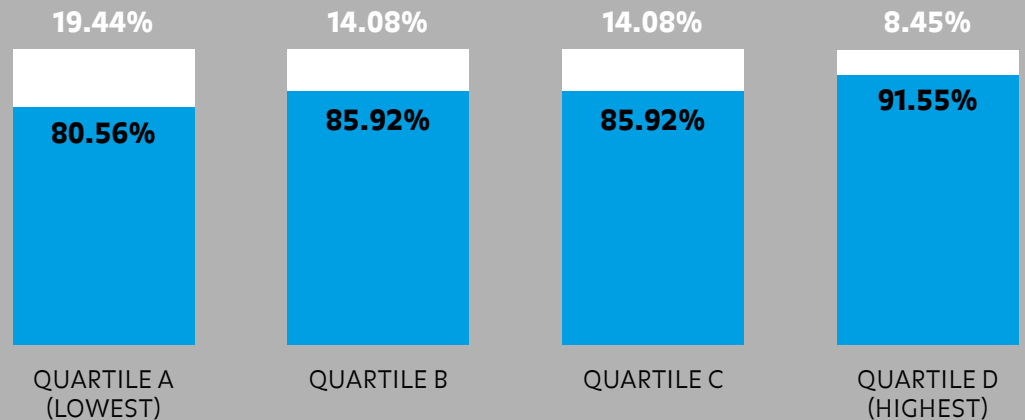
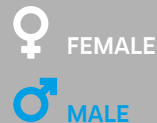
Bonus gap



Proportion of colleagues receiving a bonus



Gender pay by quartiles (by gender)





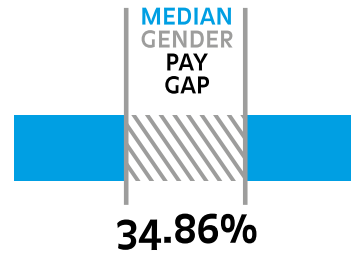
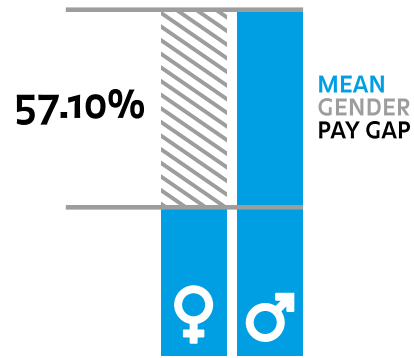
We have seen an increase of 7% in both our gender pay gap and gender bonus gap since last year. Whilst it is disappointing that we have an increase, I am positive that the work we have done, and continue to do, to address our gender imbalance will improve our gender pay gap in the future.

In the last year, we have appointed three senior level females to help strengthen our senior leadership team, and we continue to focus on empowering our people to encourage more females into middle to senior level positions.

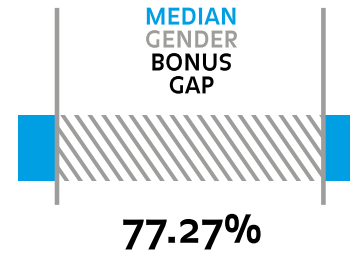
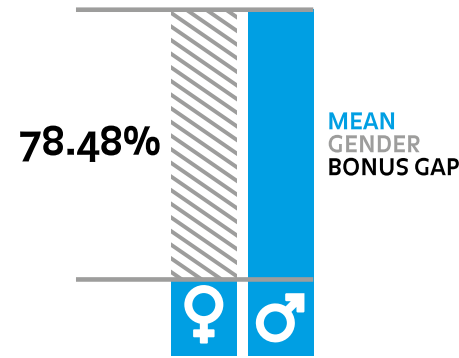
Naomi Connell, CFO



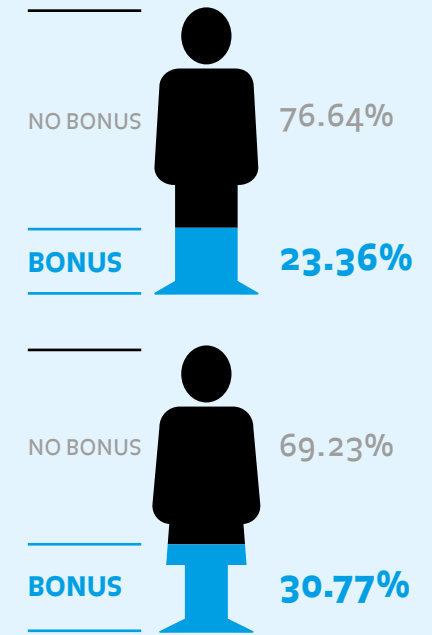
Pay gap



Bonus gap



Proportion of colleagues receiving a bonus



Gender pay by quartiles (by gender)

