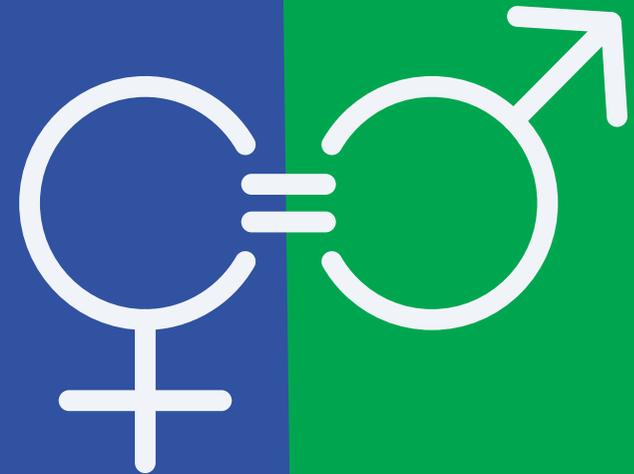


gender pay gap report 2018

We welcome the opportunity to share our
gender pay gap report again this year



Introduction from Brendan

At Keltbray we strive to attract and retain the best talent in the market and we know that to do this we need to create an inclusive environment where everyone can be themselves and fulfil their potential. We believe that one of the foundations of success is having a diverse workforce.

This is why we welcome the opportunity to share our gender pay gap report again this year because we want to hold ourselves to account on our inclusion performance, and gender is an important part of this. I am delighted to note that we have seen progress in the majority of the metrics included in this report, but equally realise we still have a long way to go.

We have historically been part of a very male dominated industry and we recognise that change will take time. However, we believe that our culture and ethos is creating a place where women can succeed and thrive and therefore, we expect our gender pay gap to continue to narrow.

To help bring this all to life we have included several case studies in this report of just some of the incredibly talented women we have working for us.

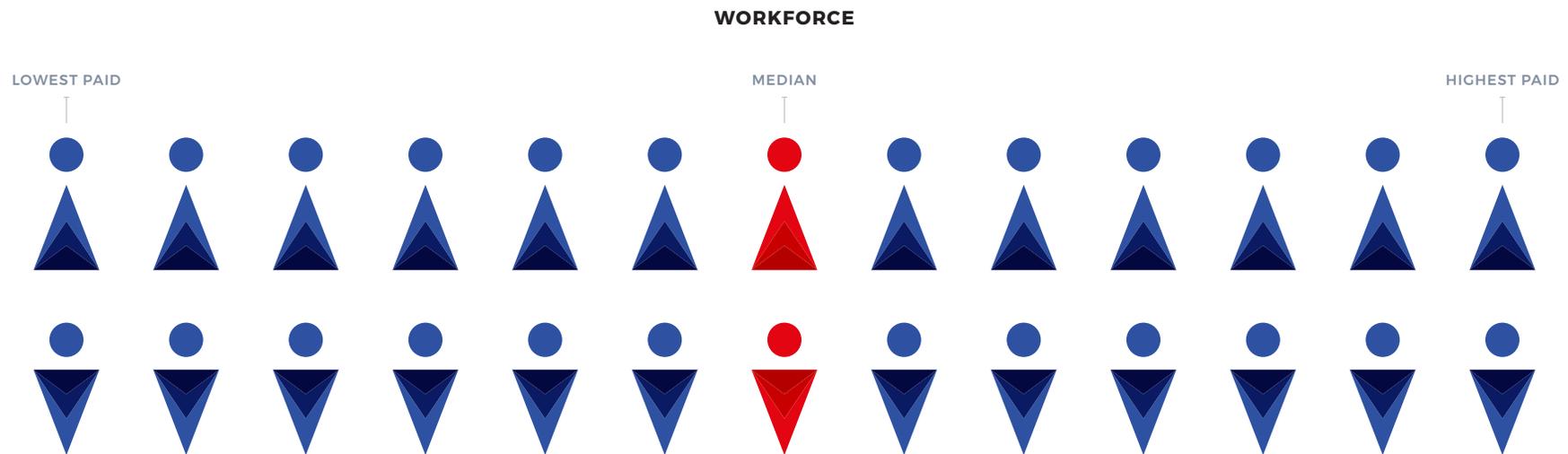
Thank you for taking the time to read this report and please do not hesitate to contact us if you have any questions or comments.

Brendan



what is the gender pay gap?

The gender pay gap shows **the percentage difference in average earnings** for all of our male employees compared with all of our female employees across the whole Group.



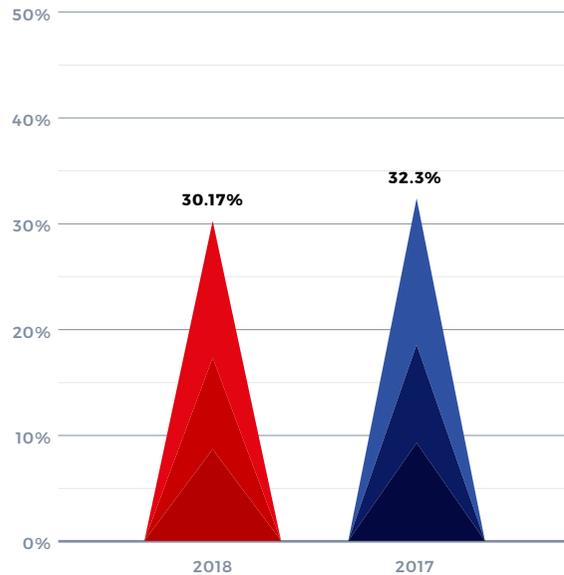
If the percentage is high it typically means there are more men than women in higher earning jobs. It does not mean men and women in the same job are paid differently, which would be an 'equal pay' concern.

what is Keltbray's gender pay gap?

We report on 6 measures as part of our gender pay gap as follows:

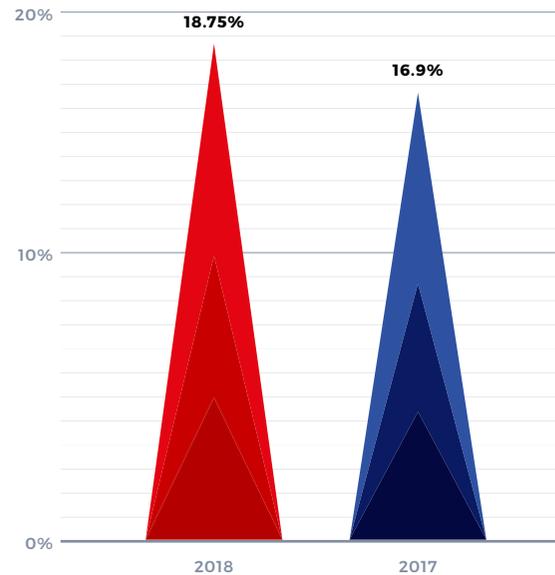
1

MEASURE
Mean gender pay gap
in hourly pay



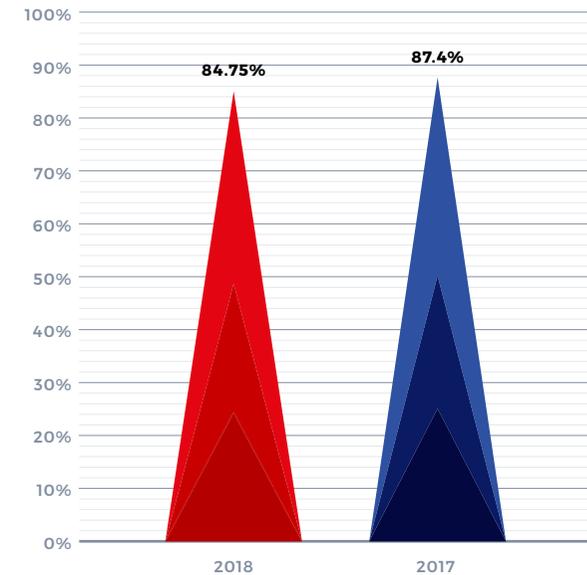
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MEASURE
Median gender pay gap
in hourly pay



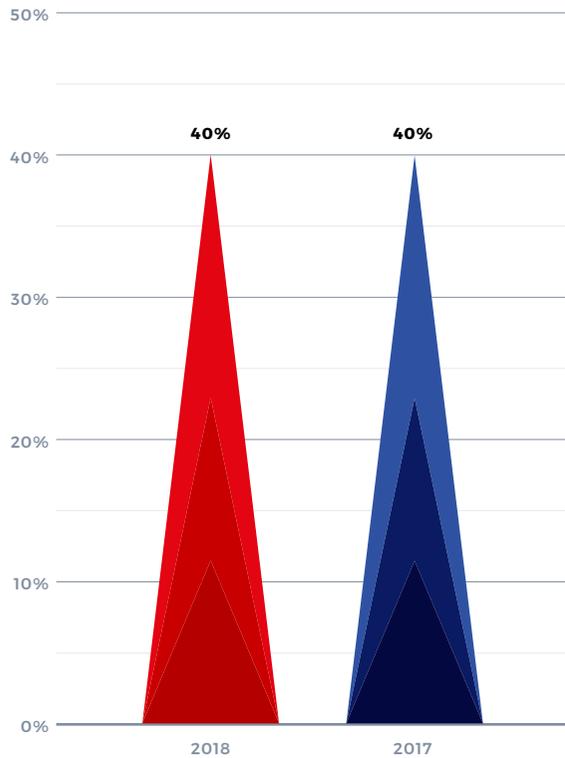
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MEASURE
Mean bonus gender
pay gap



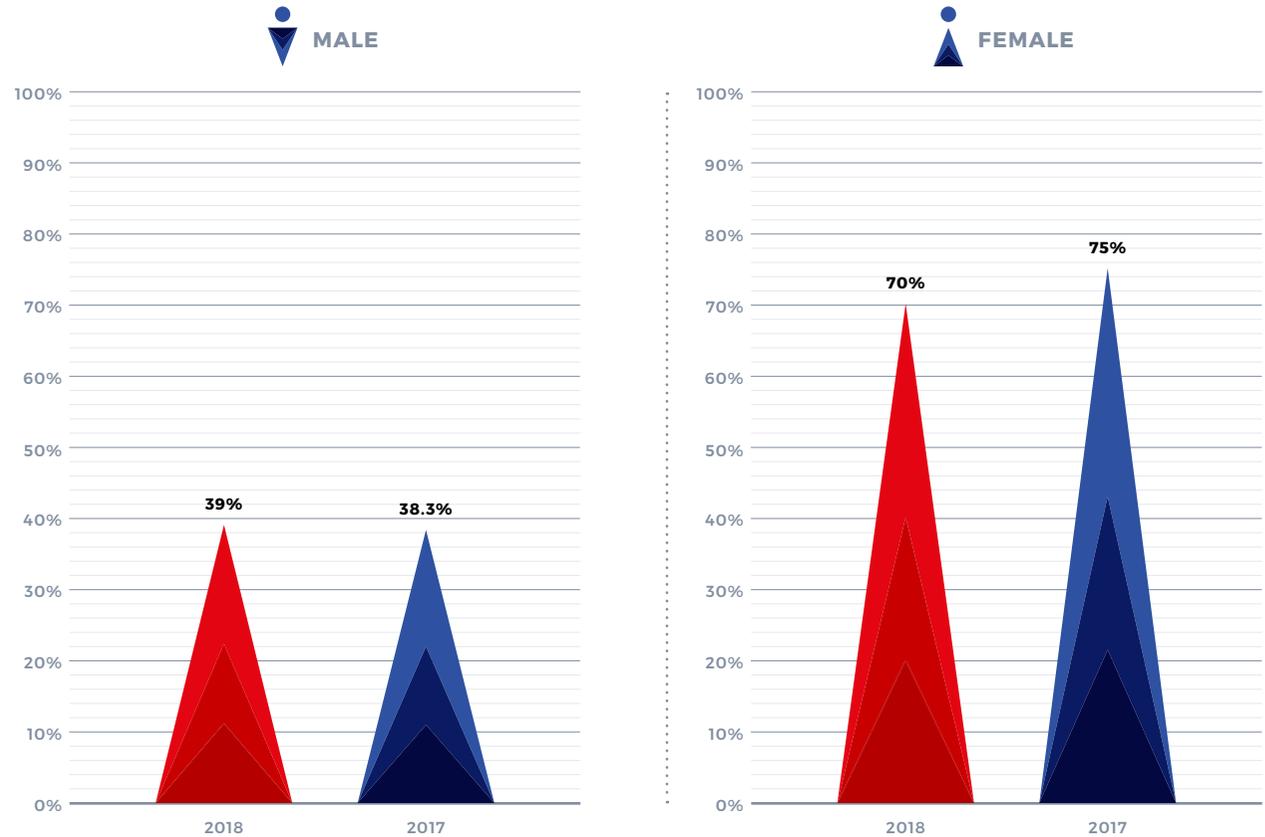
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MEASURE
Median bonus gender pay gap



5

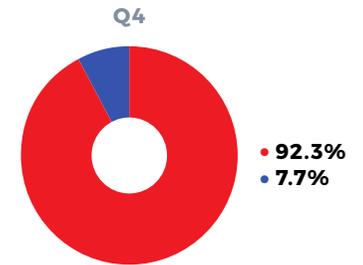
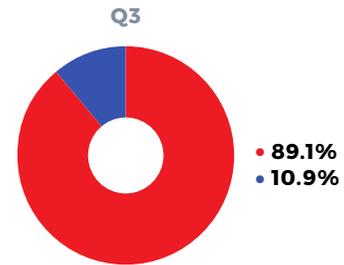
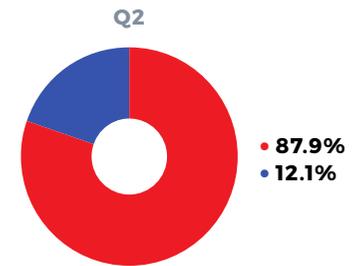
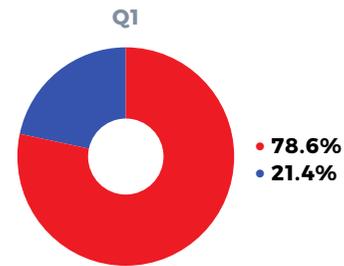
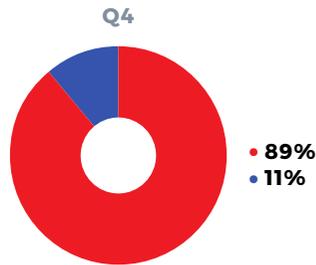
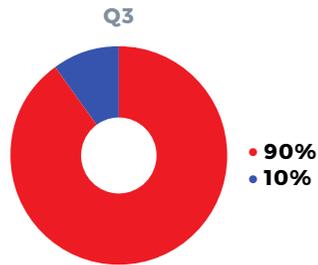
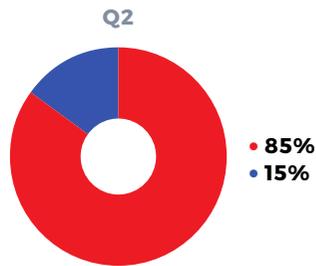
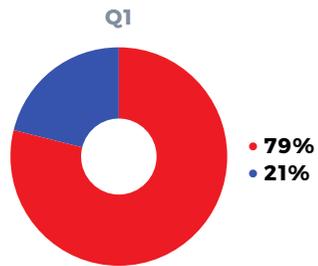
MEASURE
Proportion of males and females receiving a bonus payment



6

MEASURE

Proportion of males and females in each pay quartile
(Q1 being the lowest paid and Q4 being the highest paid)



2018



2017



the good news is...

We are pleased to see that:

2% ▼

Our mean hourly rate gap has decreased by over 2%

2.5% ▼

Our mean bonus gap has decreased by over 2.5%

3% ▲

We have seen an approximately 3% rise in the number of women in both the second and the top pay quartiles

We believe these results are starting to show that our hard work to attract more women into job roles and levels of our organisation, as well as seeking to promote from within, is paying off. However, we recognise there is still a long road ahead.

what more are we doing?

Whilst we are pleased with the improvement in our numbers this year, we are far from complacent. We recognise there is still a long way to go and much more work to do.

One of the fundamental challenges is attracting more women into our industry. We are partly addressing this by working in partnership with 'Women into Construction' on a programme to attract more females into our manual trade apprenticeships. This programme has been really successful and we are already seeing an increase in both female apprentices and graduates joining Keltbray.



I believe in the link between diversity and success and so I am passionately committed to furthering this agenda in Keltbray.

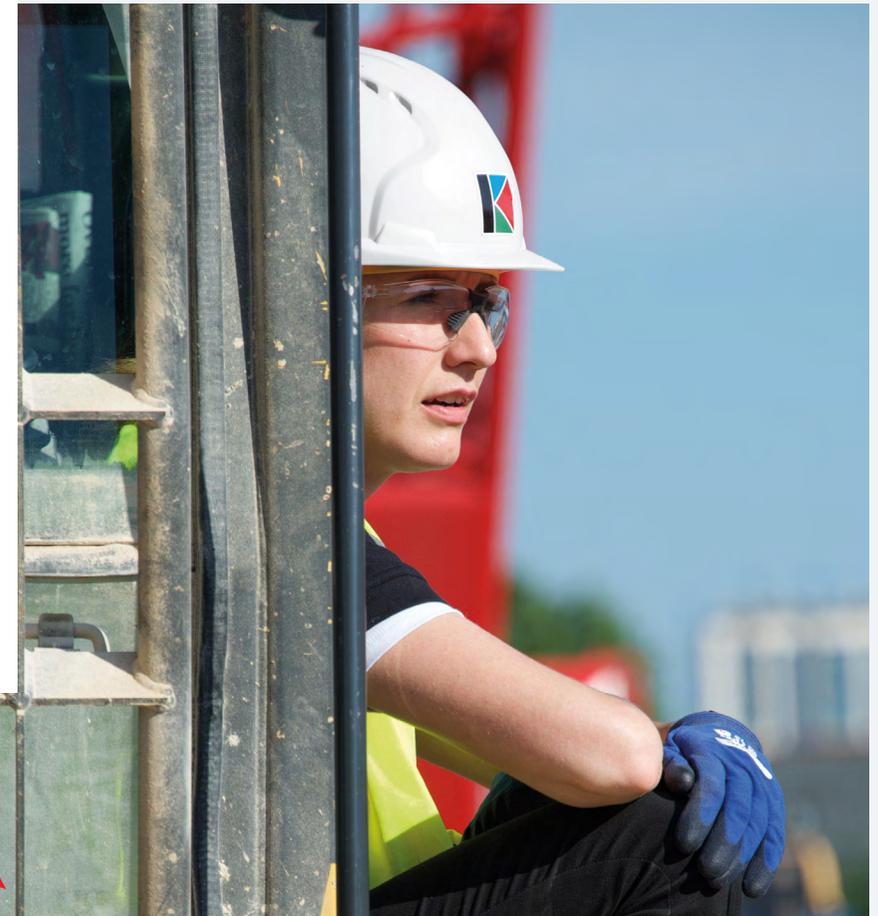
Kyla Farmer
HR Director

what more are we doing?

We have recently appointed a new HR Director, Kyla Farmer, and one of the first priorities the Board has set for her is to create a more coherent Inclusion Strategy for the Group. Kyla said:

“Keltbray is a fantastic organisation and I have been made to feel incredibly welcome. I believe in the link between diversity and success and so I am passionately committed to furthering this agenda in Keltbray. To help me build a more coherent Inclusion Strategy my team have started interviewing a number of people within the business at all levels, to understand what more we can do attract and retain people from all backgrounds and communities.

In particular, we are planning to review our flexible working and family friendly policies, as within the industry this is often seen as a barrier to progression in operational roles. As a working parent myself I recognise the challenge of balancing a career and a family life but I strongly believe it is possible. We are looking at a number of options on how to innovate in this area at Keltbray.”



case studies

There is much evidence to suggest that sharing diverse case studies of people already in a business, helps encourage others to take their own first step into a new role, career or industry. With this in mind we are launching a People section on our website to give us a platform to tell the stories of our people and life at Keltbray.

We wanted to kick this off in this report by sharing the stories of some of the women who are already within the Keltbray team.



Ioanna Lampropoulou



Senior Design Engineer



Worked at Keltbray for 6 years.

Ioanna works in our Wentworth House Partnership business managing projects and carrying out both temporary works and geotechnical design.

On her career choice Ioanna says, "I was very good at the scientific disciplines at school so I knew I would like to follow this route later on. I think engineering combines both science and practicality to provide solutions to everyday problems. It is creative and because it is so varied and broad, it doesn't get boring."

On working at Keltbray Ioanna says, "I really enjoy working at Keltbray. It has a real family feeling and I have had lots of opportunities to develop. I started as a graduate and now I am a senior engineer; plus I was given the opportunity to work on our sites for a couple of years so I got exposed to many different and interesting things."

Keltbray has a real family feeling and I have had lots of opportunities to develop.

Ioanna Lampropoulou
Senior Design Engineer



Nina Finlay



Principal Civil Engineer



Worked at Keltbray for 18 months.

Nina works in our Wentworth House Rail Systems business carrying out and providing structural analysis, design and allocation for OLE structures and foundations.

On her career choice Nina says, "I have been a Civil Designer/Structural Engineer since I was 17, working in both on-shore and off-shore roles. It is challenging but at the end of a project you get a great sense of achievement which is why I choose to stay!"

On working at Keltbray Nina says, "I really enjoy working here, everybody has their role to play, everyone behaves professionally and we get on really well. It just works. I have been given every opportunity to grow, develop and support the Civil Section here which I am delighted to be able to do."



Nizelda Pretorius



Projects and Systems Manager



Worked at Keltbray for 10 years.

Nizelda works in our Construction business, managing all the on-site administration and making sure all site requirements are delivered on time. She also provides insight and expertise to all systems projects that will impact the operation.

On her career choice Nizelda says, "The industry chose me! I originally studied Sports Psychology before I moved over from South Africa, but when I arrived in the UK I took the first opportunity that came up and then went from there."

On working at Keltbray Nizelda says, "Keltbray is a great company to work for and it has been exciting to see the growth in the past few years. In my opinion Keltbray supports individuals better than any other company I know."



Olateju Kuye



Graduate Design Engineer



Worked at Keltbray for 2 years.

Olateju designs temporary works that enable the construction of permanent works.

On her career choice Olateju says, "My dad was my role model as a kid, so I always wanted to become an engineer like him. I chose temporary works in particular because I love the dynamic nature of the job. Every week comes with a new challenge and this keeps me very interested."

On working at Keltbray Olateju says, "Everyone is very accommodating and friendly. It is very comforting to know that when I get stuck with a design problem, I can walk up to anyone to ask for help and they are always willing to give assistance. I am constantly being driven towards continuous professional improvement and training is very accessible. This reassures me of the opportunities for good career progression."



Asha Panchal



Innovation and Systems Engineer



Worked at Keltbray for 5 months.

Asha is responsible for developing and managing a project funded by Innovate UK to change the way Piles are constructed.

On her career choice Asha says, "I have always wanted to give back to society and I feel I have a practical and hands on personality so it felt like a good fit."

On working at Keltbray Asha says, "It has been very interesting. There is a strong focus on innovation and a real openness to discuss and change methods. I also feel supported in my personal development as the company provides access to a number of Chartership programmes."



Natsenet Kebrom



Apprentice Demolition Operative



Worked at Keltbray for 4 months.

Natsenet is an apprentice working on demolition strip outs.

On her career choice Natsenet says, "I feel it fits my personality well. I have always been practical and I enjoy being on site so it seemed a good fit. I came into the industry through the Women into Construction programme which made it very easy."

On working at Keltbray Natsenet says, "I am really enjoying it. Especially the spirit we have on-site. I have great support from everyone there. I am currently doing the Level 2 Demolition Apprenticeship and it is going well so I really feel like I can progress here."

I am really enjoying it. I have great support from everyone.

Natsenet Kebrom
Apprentice Demolition Operative



Holly Price



Training and Development Director



Worked at Keltbray for 14 years.

Holly leads the Training, Development and Social Value functions at Keltbray.

On her career choice Holly says, "To be honest it all came about by accident! I was doing a summer job as an administrator at a Demolition Company and whilst I was there I decided I wanted to learn how to be an explosives engineer. To begin with they didn't think I was serious (because I was a girl!) so I started off working for free at weekends. The job was amazing but it was challenging. I faced quite a lot of resistance as I was the only women in a very male dominated world, but I was determined to prove to them all that I could do it! I worked as an Explosives Engineer for 9 years and absolutely loved it. I met lots of amazing people and travelled to some amazing places. The initial resistance I faced reduced over time as I earned their respect. I think the industry has come such a long way and I am confident that women starting out now would have a very different experience.

I started to get into training when the CITB asked me to be a case study for a programme called Be Constructive to attract women in the industry. From then on I got very interested in this side of the business, and after

Whilst we are making great progress, an unconscious gender bias does still exist in the industry.

Holly Price

Training and Development Director

9 years of working in explosives I wanted a change. I joined Keltbray and basically set up the training function from scratch and it has gone from strength to strength. I have recently been invited to sit on the board of the CITB which I am really excited about as it will give me the opportunity to further the inclusion agenda in the wider industry. But I have not forgotten my demolition roots and this year I am appointed as the first women President of the National Federation of Demolition Contractors."

On working at Keltbray Holly says, "There are new challenges all the time. It is fun, exciting and varied. There is always something to get your teeth into. I have been given lots of opportunities to learn and develop.

I think Keltbray is a very inclusive business, and whilst we are making great progress, an unconscious gender bias does still exist in the industry. For generations the industry has been very male dominated and that tradition won't change overnight. But things are moving in the right direction and hopefully by sharing great case studies like the ones in this report we will keep up the momentum."



CONTACT US

St Andrew's House,
Portsmouth Road, Esher
KT10 9TA

Tel.: 020 7643 1000
Email: enquiries@keltbray.com
Web: www.keltbray.com

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