



**NG Bailey**

NG Bailey | UK Gender Pay Gap Report

# Closing the gap

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# Welcome

NG Bailey is a company founded on its values of Passion, Integrity and Excellence which, coupled with our commitment to embed fairness, inclusion and respect in all that we do, drives our culture and reaffirms our promise to our people, our customers and communities.

Our challenge is quite simply that the industries in which we operate suffer from a long standing and significant under-representation of women and minority groups, so currently our business, like many others in our sector, does not always fully represent the communities in which we operate.

In order to change this, we as a business must change. We have started on that journey and are already implementing a range of strategies to encourage under-represented groups to build careers in NG Bailey. However I am very aware this will take time and we will not see significant results in the short term.

At NG Bailey we recognise the benefits that come from having a wider, more diverse and representative workforce. Our Fairness Inclusion and Respect Strategic Leadership Group, which I chair, is working hard to make our organisation a more inclusive and equitable place. Our Inspire programme aims to encourage young people to study STEM (Science, Technology, Engineering and Maths) subjects with the objective of attracting a wider range of people to our industry, with

a particular focus on encouraging women into careers in engineering.

Our award-winning apprenticeship programme actively seeks to encourage applications from women and we aim to increase those applications by 5% each year. Today 5% of our current apprentices are female.

We are also aware of the need to make our organisation more inclusive and so, with the help of external specialists, we have reviewed all our people policies. These updated policies will be launched in line with our new employee portal and employee communication plan. This will include our improved maternity, paternity and adoption provision with enhanced occupational maternity, paternity and adoption pay.

Whilst we recognise that closing the gender pay gap will take some time, I am committed to the principles of fairness, inclusion and respect and the benefits these will bring to our business, its people, our stakeholders and their communities.



**DAVID HURCOMB**  
Chief Executive



# Background

From 2017 onwards, all UK organisations employing 250 people or more must publish a report detailing its gender pay gap. This report must include six different measures:

- 1 the mean or average gender pay gap
- 2 the median or midpoint gender pay gap
- 3 the mean or average gender bonus gap
- 4 the median or midpoint gender bonus gap
- 5 the proportion of men and women who received bonuses
- 6 the number of men and women according to quartile pay bands

# Definitions

The gender pay gap is defined as the difference between the average (mean) earnings of men and women over a standard time period, regardless of their job, role or seniority. Due to the way it is structured the NG Bailey Group has a number of companies which fall in to the definition of employers for Gender Pay Reporting and as such, this report covers three businesses:

-  **NG Bailey Ltd (Engineering Division)**
-  **NG Bailey IT Services Ltd**
-  **NG Bailey Facilities Services Ltd**

We are not required to publish a figure for the Group overall however we believe this is important and so the data for NG Bailey overall can also be found in this report.

# Gender Pay v Equal Pay



**Gender Pay** is the difference in average earnings between men and women over a standard time period.



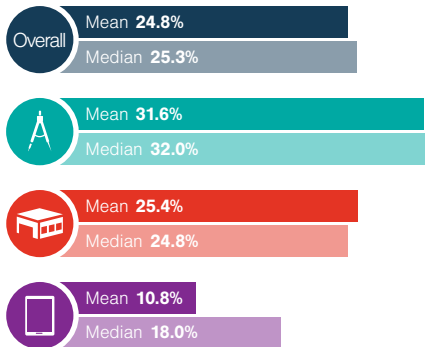
**Equal Pay** is about ensuring men and women are paid the same for doing the same job.

*We are confident that we pay people the same for doing the same job.*

## Gender pay report

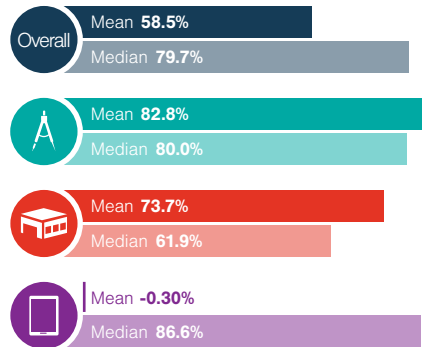
### Gender pay gap

The mean and median difference in pay between male and female employees.

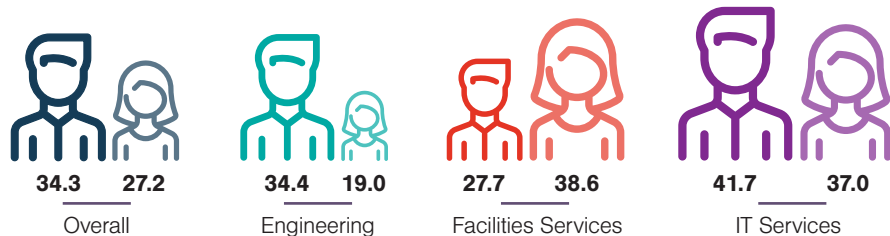


### Bonus gender pay gap

The mean and median difference in bonus pay between male and female employees.

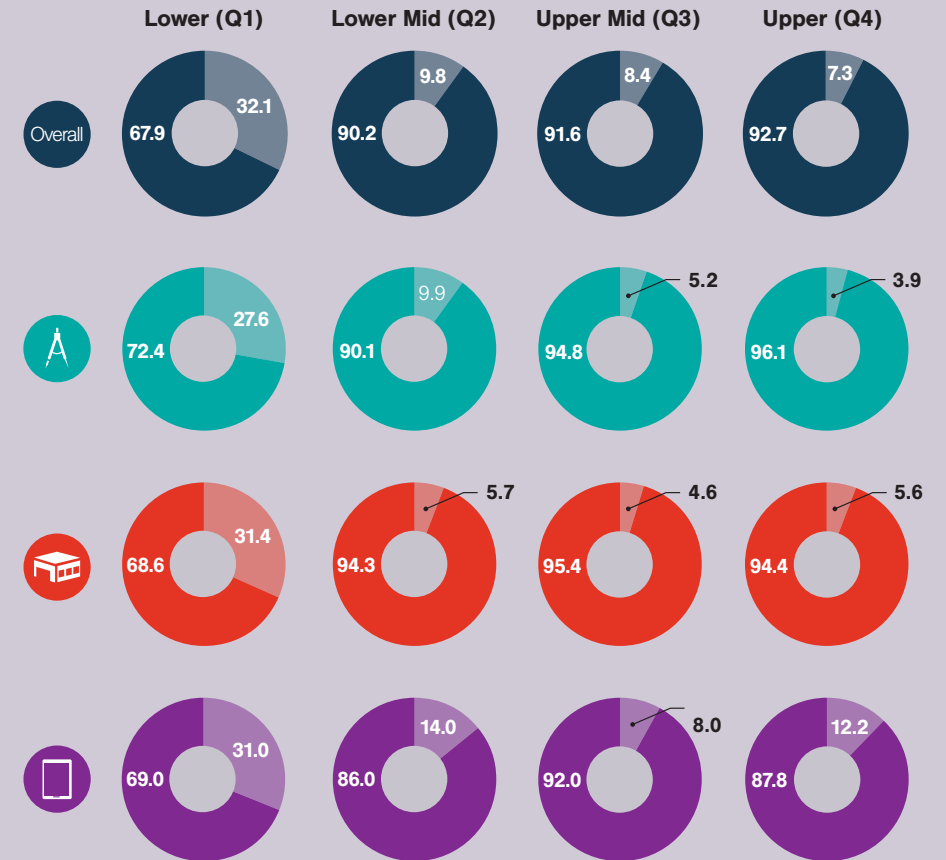


### The proportion of males and females receiving a bonus payment (%)



# Quartile reports

## The proportion of males and females in each quartile band (%)





## Our plans to address Gender Pay

(as part of our Fairness Inclusion and Respect programme)

Although we acknowledge that the journey to make our business more inclusive and representative will take time, the work we have done under our Fairness, Inclusion and Respect programme means we are now making good progress.

We know that women are not widely represented at the highest levels of our business.

In January 2018 we welcomed Jane Moriarty to the Board of Directors as a Non-Executive Director and Chair of the Audit Committee, meaning that we now have a female director at the highest level in our organisation.

However, currently there are no female members of our Group Operating Executive (GOE) whilst at Senior Leadership Team (SLT) level 10 out of a total of 62 are women.

Going forward, and whilst we acknowledge that we will always recruit the best candidate for the role, our ambition is to increase the numbers of women and people from under-represented groups at all levels of our business.

Some of the measures that we have introduced to try and achieve this are outlined on the following pages.

## Our culture

We have developed a new approach to embedding the principles of Fairness Inclusion and Respect throughout our business. This is an ambitious, long-term programme aimed at changing the culture of the business for the better. As a result of our work so far we have been awarded the Engineering Company of the Year in both 2017 and 2018 by the National Centre for Diversity.



Some of the changes we have made as a result of this work include:

- Investing in a new electronic employee communications platform which will allow two way communication with all our people.
- The introduction of a new corporate induction programme which is open to all employees and provides information and ongoing support as they join our business, helping them become successful from day one.
- Reviewing and rewriting all our people policies to make them more accessible to all our employees. This includes our flexible working policy.
- We have reviewed our maternity, paternity and adoption provision increasing the levels of occupational maternity, paternity and adoption pay we offer. We have also introduced a maternity returner's bonus to help make it easier for new parents to return to work.
- We have invested in training for all of our people managers through our extensive LEAP (Leadership, Engagement and Performance) training programme, giving them the tools they need to become better leaders.
- We have redesigned our existing Equality, Diversity and Inclusion training, replacing it with a new "Introduction to Fairness, Inclusion and Respect" which is aimed at all our employees and a "Managing Fairness, Inclusion and Respect" module for all our people managers which is delivered as part of our LEAP programme.

# Talent and succession

We acknowledge that career progression is often limited by the availability of opportunity and have changed our talent and succession selection process to make it more accessible.

Some of the changes made so far:

- We have removed the requirement for manager nomination only and opened our talent programmes to anyone who has the ability to satisfy the minimum entry requirements at each level. This now operates from supervision to executive development and the process includes peer and self nomination.
- Over 2018 we will be working to link our talent and succession programmes to ensure the people with the greatest potential and ability are able to progress through our business.

# Recruitment

We know there are skill shortages in our industry, so we, like many others face challenges in recruiting and retaining the best skills and talent. This is particularly the case when attracting women to work in our business. Whilst some organisations believe in quotas and targets, at NG Bailey we are committed to recruiting the best candidate for the job to ensure we have the highest quality of people and skills in our business.

We recognise that in order to do this we need to change people's perception of our industry so they think of it as a place they can work and build a career. We are confident that the actions we are taking to change our culture along with our commitment to fairness, inclusion and respect will help us to achieve this. However in direct relation to recruitment some of the actions we have taken to date include:

- Our Inspire Schools programme aims to encourage young people to study STEM (science, technology, engineering and maths) subjects and aspire to careers in engineering. Recently we have developed programmes specifically aimed at girls and young women.
- Through our innovative LEAP training programme we have invested in training all of our people managers in the skills they need to be better leaders, including specific modules on recruitment and selection.
- We have changed our approach to recruitment advertising and moved away from using traditional stereotypes and language, opting instead for gender neutral terminology and imagery.
- Our award winning apprentice programme actively encourages applications from women and we aim to increase these numbers by 5% each year. Currently, 5% of our apprentices are female, working towards qualifications across fifteen disciplines.



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