



COMPLETE CONSTRUCTION PARTNER

Complete
Construction
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Gender Pay Gap Reporting 2022 - 2023

Gender Pay Gap Report 2022-23

The view from our Managing Director and Board

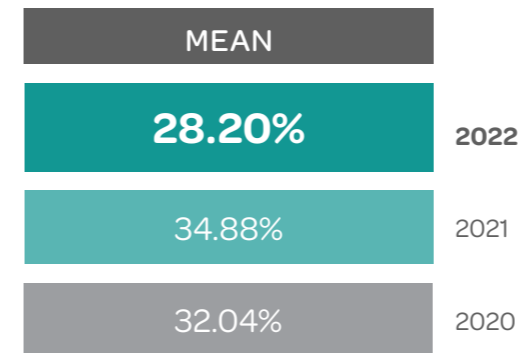
At Stepnell, we recognise the importance of gender equality in the workplace and are dedicated to creating a diverse and inclusive environment. As part of our commitment to transparency, we present our gender pay gap reporting, illustrating the positive strides we have taken to reduce the gap within the male-dominated UK Construction sector.



Tom Wakeford
Managing Director

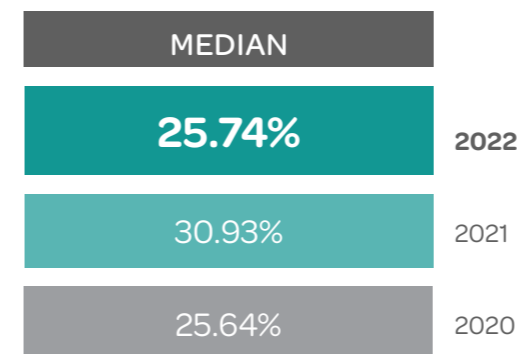
Mean Gender Pay Gap

The mean gender pay gap in our organisation has shown a significant improvement, decreasing from 34.88% to 28.20% over the past year. This reduction indicates that we have made substantial progress in addressing pay disparities between genders, enhancing fairness and equality.



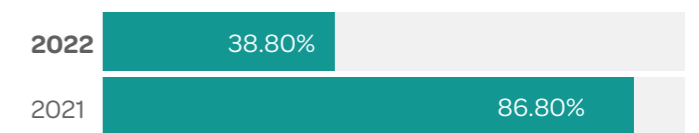
Median Gender Pay Gap

Our median gender pay gap has also seen a positive trend, declining from 30.93% to 25.74% within the same period. This reduction highlights our ongoing commitment to ensuring fair compensation practices and promoting equal opportunities for all employees.



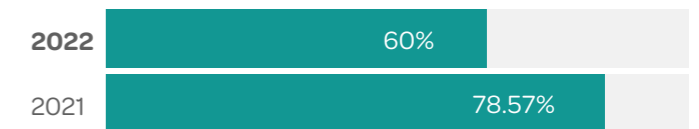
Mean Bonus Gap

We are proud to announce a significant decrease in our mean bonus gap, which has dropped from 86.80% to 38.80% over the past year. This progress reflects our efforts to create a more equitable bonus structure, providing fair and inclusive opportunities for employees at all levels.



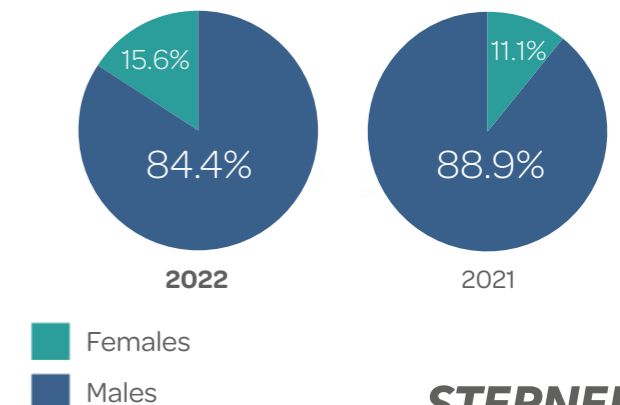
Median Bonus Gap

Our median bonus gap has also shown improvement, decreasing from 78.57% to 60%. This positive trend indicates that we are actively working to ensure that all employees, regardless of gender, have equal access to bonus rewards.



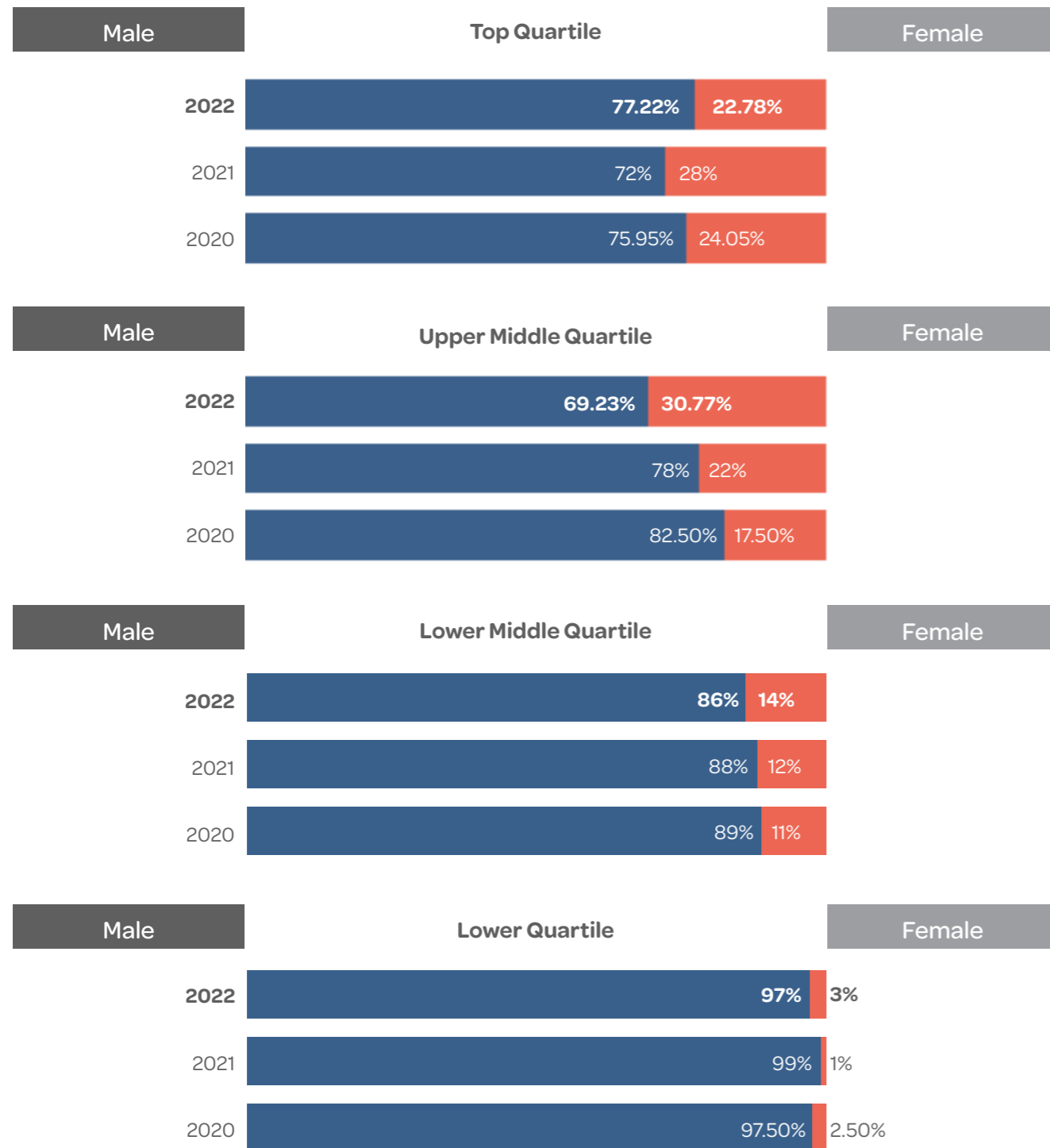
Employees Receiving Bonuses

These figures demonstrate our commitment to providing equitable opportunities for recognition and reward to all employees.



Proportion of Employees by Quarterly Pay Banding

Our quarterly pay banding analysis demonstrates that more women are entering and progressing within our organisation. We are pleased to see an increase in female representation across all quarters, as we strive to create a more balanced workforce and provide equal opportunities for career growth.



Delivering on our plans for reducing the pay gaps

At Stepnell, we are committed to fostering a workplace that values and promotes gender equality. While we are encouraged by the progress we have made in closing the gender pay gap within the UK Construction sector, we understand that there is still work to be done. We will continue to implement strategies and initiatives to ensure equal opportunities for all employees, ultimately striving for a more inclusive and diverse workforce.

Alongside gender, we are committed to improving diversity more broadly as we work to strengthen our culture and build a more inclusive organisation.

We have been working on the following:

- We assess our promotion and progression decisions to ensure they reflect the gender balance of the talent pipeline.
- We encourage development at all levels.
- We focus on career development and ensure that individuals are promoted only if they satisfy the requirements of the technical and behavioural competencies for their role highlighted in our competency framework.
- We have re-evaluated our recruitment and onboarding process, development and benefit packages.
- Our company values are pivotal to all that we do and aim to promote high standards of behaviour.
- We continue to embed our values and behaviours, including how we manage people and the training we give our colleagues.
- Training programmes are vital to strengthening our culture, all in line with our values.
- We are proud of our training offer, which includes Fairness, Respect & Inclusion Training, Unconscious Bias and Conscious inclusion and Recruitment and Selection Interviewing Training.

- We have focussed on improving our family friendly policies, for example we offer enhanced maternity, paternity and shared parental leave.
- Our Board visit a site each month prior to the Board Meeting to show Visible Felt Leadership and listen to colleagues' ideas and suggestions to help shape and contribute improvements to our culture and employee experience.
- We provide support and guidance to develop mentoring relationships across the organisation.
- We have recruited 3 Social Value Managers into our business who have promoted not only equality and diversity but who have investigated what is important to our colleagues and what they would like to see been delivered before matching this to the needs and wants of local communities. They have built an awareness of equal opportunities and over time, investment in community schemes can generate powerful social impact stories, which we can all learn from.

Our priorities for the coming year include:

- Structured mentoring programme, including reverse mentoring
- Inclusive working arrangements, including enhancing our family friendly policies
- Fairness and Inclusion Ambassador