



# GENDER PAY GAP TOPPESFIELD LTD | 2023 REPORT







**Bill Pryor**  
Managing Director

This report marks our third-year reporting on our Gender Pay Gap. From the outset, we understood it would shed an important light on the journey we needed to take within our business. Throughout these years, we launched various initiatives aimed at reducing our gap, leading to a reversal in 2022. We are pleased that our 2023 report shows an improvement, which is reflective of the positive progress we are making through dedication to our long-term goals.

The construction industry historically has a significant pay gap and whilst we recognise the improvement of the Gender Pay Gap within our business, we acknowledge that a gap still exists in Toppesfield. The progress has been gradual and external factors such as COVID-19 has posed challenges, but our industry must remain focused to address the imbalance and challenge this stereotype and therefore our commitment and responsibility to deliver long term sustainable results.

We value our workforce, and proactively take a 'People First' approach in fostering an inclusive and supportive culture which offers equal opportunities for growth and development for all employees irrespective of their gender, age, background, race, or ethnicity. I personally champion investment in career development and am in support of providing frameworks to ensure that there are more women developing through our business and the wider industry. It is encouraging to see this reflected in our pay quartiles.

We understand that genuine commitment to accountability and lasting change takes time, and it's crucial to keep this as our primary objective.

Our Gender Pay Gap report outlines the discrepancies in pay and bonuses, identifies the drivers behind the gender pay gap, and outlines our plans to narrow it.

I can confirm the data and information contained in this report are accurate and have been calculated in accordance with the gender pay gap reporting requirements. The report is based on a snapshot date as of 5th April 2023, and covers between April 2022 – March 2023.

Appointed to my role as HR Director in 2022, I recognise the challenges our business encounters working in an industry traditionally dominated by males. It is evident from our Gender Pay Gap report that women are underrepresented within our business, and this is something I have been passionate to improve. To address the gender imbalance on a long-term basis, it's crucial to attract more women at various levels throughout the business.

As a growing business we are continuously reviewing our benefits and policies. In 2021, recognising the essential impact our female workforce has on the business, we introduced a maternity package to support parents with enhanced pay and a return-to-work bonus. We also continue to advocate for flexible working arrangements, acknowledging diverse priorities and promoting work-life balance.

We are passionate about attracting, developing and creating opportunities for women to advance in their career and continually evaluate our ways of improving our workforces experience, through our continuous assessment we introduced female PPE and apparel ranges. In addition, our commitment to equal pay for equal work is supported by regular pay analyses.

Throughout my time working for Toppesfield, improving our peoples employment experience has been my priority. Our workforce is the driver of our success, and we aspire to be an employer of choice. Providing a purposeful place to work is essential in recruiting and retaining the right talent, with a wide range of knowledge and skillset. Whilst we are proactive in the approach we take to increase the diversity of our workforce, our principle of hiring the best person for each role remains unchanged.

It is vital now more than ever that we continue to monitor our recruitment strategies and engage in the educational sector to attract diverse talent to our business, ensuring we provide an inclusive culture where our employees are engaged, developed and champion equal opportunities for progression. In support of this commitment, we will introduce our ToppLeader programme, a three-tiered programme aimed at supporting our existing management in our business, alongside our Management Fundamentals courses that open up advancement opportunities for aspiring individuals.

The commitment for our Board of Directors and wider management team extends beyond gender, the principle focus has and will continue to be the investment in our people. We are committed to continue to build on our initiatives and are confident the progress we are making will not only reduce our Gender Pay Gap but foster an environment that is transparent, fair and supportive for all our employees.

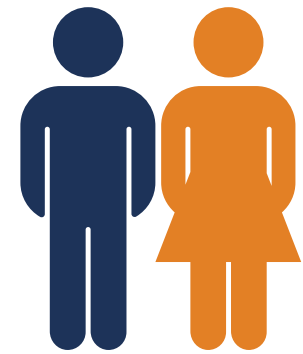


**Chantelle Woodward**

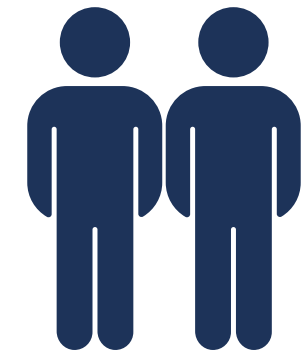
HR Director



# OUR STATISTICS:



**Total Employees**  
309



**Male Employees**  
90.6%



**Female Employees**  
9.4%

## Mean and median gender pay gap

Mean

**30.4%**

Median

**32.4%**

## Mean and median bonus pay gap

Mean

**47.8%**

Median

**-7.5%**

## Proportion of employees receiving a bonus payment

Male

**90.7%**

Female

**81.3%**

## Reporting Requirements

Introduced in 2017, any UK organisation employing 250 or more employees must publish and report specific figures about their gender pay gap.

## What is gender pay gap?

The Gender Pay Gap is the difference between the gross hourly earnings for all men and the gross hourly earnings for all women. So, if a significant proportion of senior, higher paid roles were carried out by males, there would be a significant pay gap.

## What is equal pay?

Equal pay refers to the principle that men and women should be compensated equally for work of equal value. This means that employees should receive the same pay for the same work of comparable value.

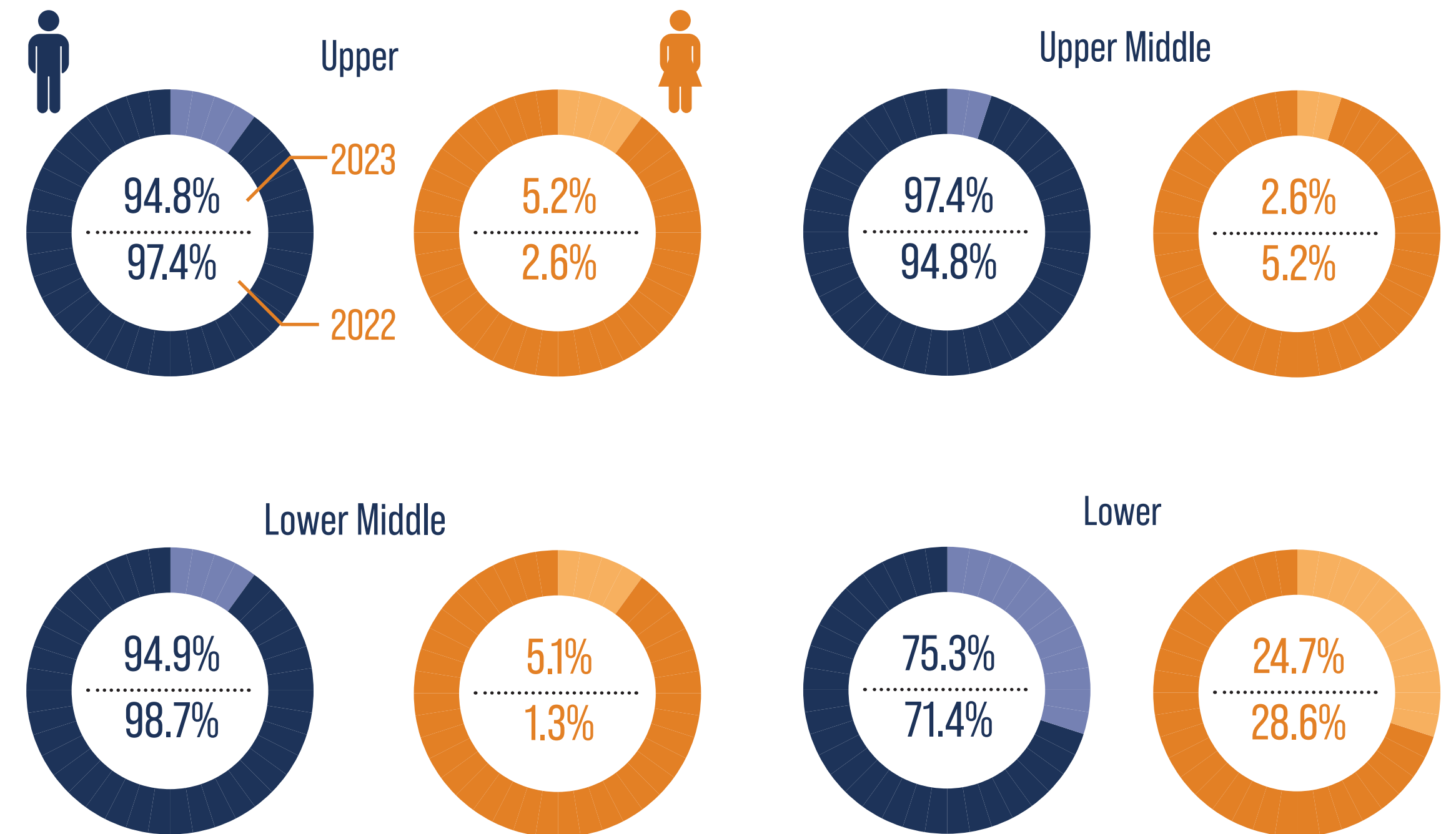


## OUR PAY QUARTILES:

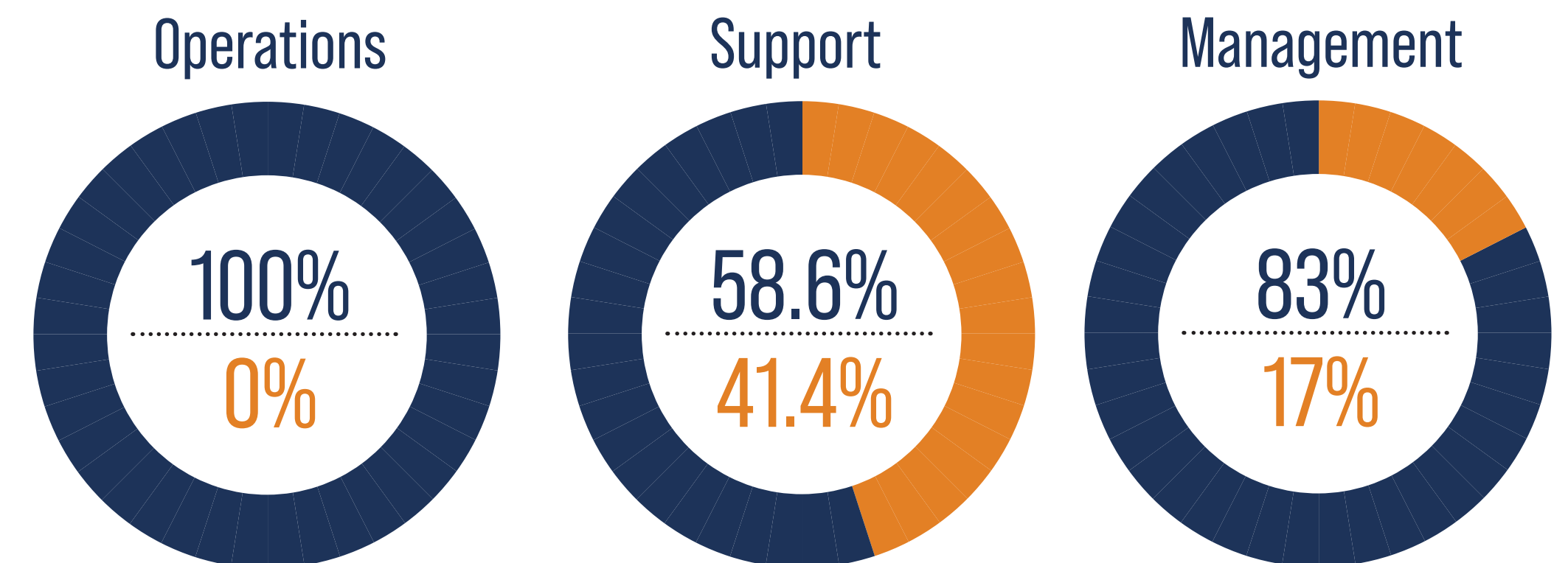
While the percentage of women in our company has remained constant since our 2022 Gender Pay Gap report, it's encouraging to observe that the initiatives we have implemented to support female development within the company are reflected in our data. Specifically, 15.7% of women have transitioned from the lower quartile to the upper quartile. Notably, half of these women have transitioned into the upper quartile, in addition, our female representation in our management roles has increase by 61% since our first report in 2021.

This marks great progress, yet we acknowledge that there is still significant improvement that needs to be made through our ongoing initiatives.

Proportion of men and women in each quartile of the organisation's pay structure



Proportion of men and women in each business area







## | UNDERSTANDING THE GAP:

There is no single conclusive reason behind why there is a pay gap in our business, instead a combination of factors. One primary factor is the challenge we encounter in attracting female talent to the construction industry. This is represented particularly in our operations department, which is where the larger part of our workforce is employed - representing 67.3% of our total workforce many of whom occupy upper quartile. This department often commands higher pay rates, in addition to shift premiums for unsociable hours, further increasing the gap.

Our annual bonus scheme, which grants all employees an individual performance bonus, has been successful, with 90% of males and 96% of females meeting eligibility criteria this year, this has seen an increase of 36% for females. However, it's important to acknowledge that the gender and bonus gap is influenced by the pro rata calculation of bonuses for part-time employees, the majority of whom (77%) are female. While this may widen the gap, it aligns with our strategy of offering flexible working arrangements to support employees.

There are also still more men holding roles at the highest level within upper quartile, resulting in men receiving, on average, a larger bonus amount per individual.



# HOW WE WILL MAKE A DIFFERENCE:

## **Recruitment**

We will continue with our investment in early careers to support in attracting, retaining and progressing female talent through the business. With this, we are committed in supporting a defined career path allowing women within our business to develop and progress. In addition the expansion of our apprenticeship programme will enhance our culture of coaching and growth for all employees.

## **Inspiring a Generation**

We are committed to shaping a more diverse industry and so are encouraging and developing the next generation of talent into our business. To support this we will collaborate with educational institutions and the CITB nationally to enhance the image of the construction industry making it a more appealing career choice for females.

## **Leadership and Development**

We will focus on evolving our training programs ensuring they have a diverse range of participants in terms of gender, ethnicity and age. Along with launching our ToppLeader programme to support our female employees with their development, recognising that strong leadership is pivotal to closing our gap.

Our overarching objective remains to drive a sustained improvement for female participation and progression in our business, as well as the broader construction industry. In addition in 2024 we will launch our e-learning platform which will host essential mandatory training modules on diversity, inclusion and behaviour awareness.

We will continue to consistently sponsor employees to pursue training opportunities, ranging from apprenticeships to degree-level education underscoring our commitment to fostering continuous learning and development at all levels.

## **Mentoring**

Introducing a mentoring scheme is part of our commitment to career development, we acknowledge the significance of having visible role models and providing mentorship opportunities for our employees. Our goal is to create a supportive environment where individuals can openly discuss challenges and opportunities, while mentors offer invaluable guidance to enhance leadership skills and inspire confidence.

## **Female Forum**

As part of the FM Conway Group, we have representatives from Toppesfield join their Female Forum creating an inclusive environment where female can share experiences, voice their perspectives, and collaboratively devise strategies to enhance our company's appeal to female talent.

