



# Gender Pay Gap Report

**2018**



# Creating an inclusive work place is the foundation of Axis and our values

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At Axis we continue to pride ourselves on being a diverse and inclusive employer, valuing people on their merits and abilities.

We are undertaking a great deal of work to make our company more attractive to all new recruits and existing employees.

We are aware that the Construction Sector remains a male dominated industry which we, but too few others, are working hard to change.

As a company we are pro-actively working with schools to attract younger people, particular young women, into the industry.

We believe our pay and reward policies are fair and inclusive, with much detail below the headline numbers to support that position.

We will continue to strive to employ, train and reward the best people available irrespective of gender.

## John Hayes

Chief Executive



On April 5th 2019

# 894

Employees

Male

# 627

Female

# 267

Gender of employees at Axis Europe PLC



# Embracing diversity will broaden our horizons

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I am proud of the steps we have made in improving the working lives of women in our organisation.

Our mean gender pay gap figure has dropped and we are continually working to further shrink this gap.

## Maria Northwood

Business Support Director

Our engagement with schools in the areas where we work has encouraged more applicants from young women, particularly in our Quantity Surveying Traineeships. More young women are participating in our work inspiration programmes.

We will be doing more work this year on improving employee perceptions within the business. We actively promote success stories and support and encourage female employees to become leaders.



## Axis Gender Pay Data

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	Mean	Median
Hourly gender pay gap	<b>6.10%</b>	<b>8.91%</b>
Bonus gender pay gap	<b>64.18%</b>	<b>7.14%</b>
Proportion of employees who recieved a bonus	<b>25.35%</b>	<b>50.93%</b>

# Formal Management Training

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Every year we enroll a group of people working across the business into the Institute of Leadership Management course led by Margo Manning. The course provides attendees with useful skills and techniques to become great managers. We ensure a mix of both male and female employees attend the course. Here's what a few of the female attendees took from the course;

"My take away from the programme was understanding individual's learning styles and how to best communicate with them based on this to increase productivity and motivation within my team and with colleagues. The course has majorly developed my confidence and this now shows within my work.

I would like to say a massive thank you to Margo and the team members as they have been amazing and a great support group throughout the programme."

**Yasmin Callan**

Commercial Administrator

"I found Margo to be very encouraging and the classes really insightful. I'm much more confident now- a year ago I wouldn't have been able to present a business concept in front of a small group of people. It was nice to collaborate and team build with people from other areas of the business whilst learning more about what they do. As a team we really bonded and encouraged and supported each other the whole way.

A great outcome for the business is that we worked together to identify and find a cost saving for the business."

**Sarah Denver**

Marketing Assistant

"The course has greatly improved my confidence and given me practical tools to use both inside and outside the workplace.

Margo is such an amazing teacher, her delivery of each module during the programme always gave me something to think about and implement. In addition to this, I have also met and built relationships with great people."

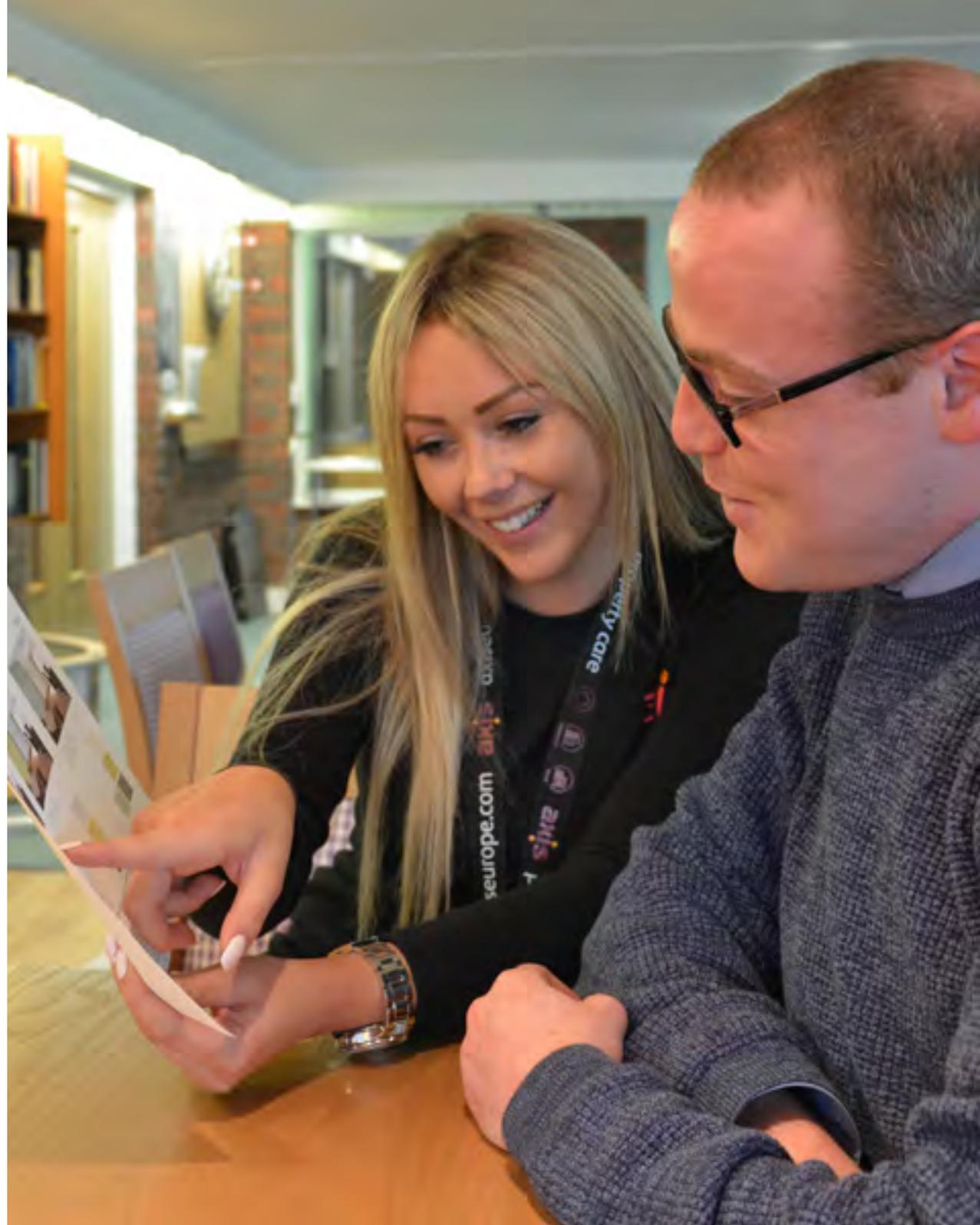
**Bimbola Bundou**

SME- Testing & Systems, Digital & VIT

“Axis never fails to amaze. They have one of the most diverse workforces and this diversity is reflected in every cohort I have the pleasure of working with. Axis guests come from different locations, accounts, divisions and roles with varied skill sets. They meld together over a few months and behave and engage as one team.”

## Margot Manning

Founder & Director, The Bute Group

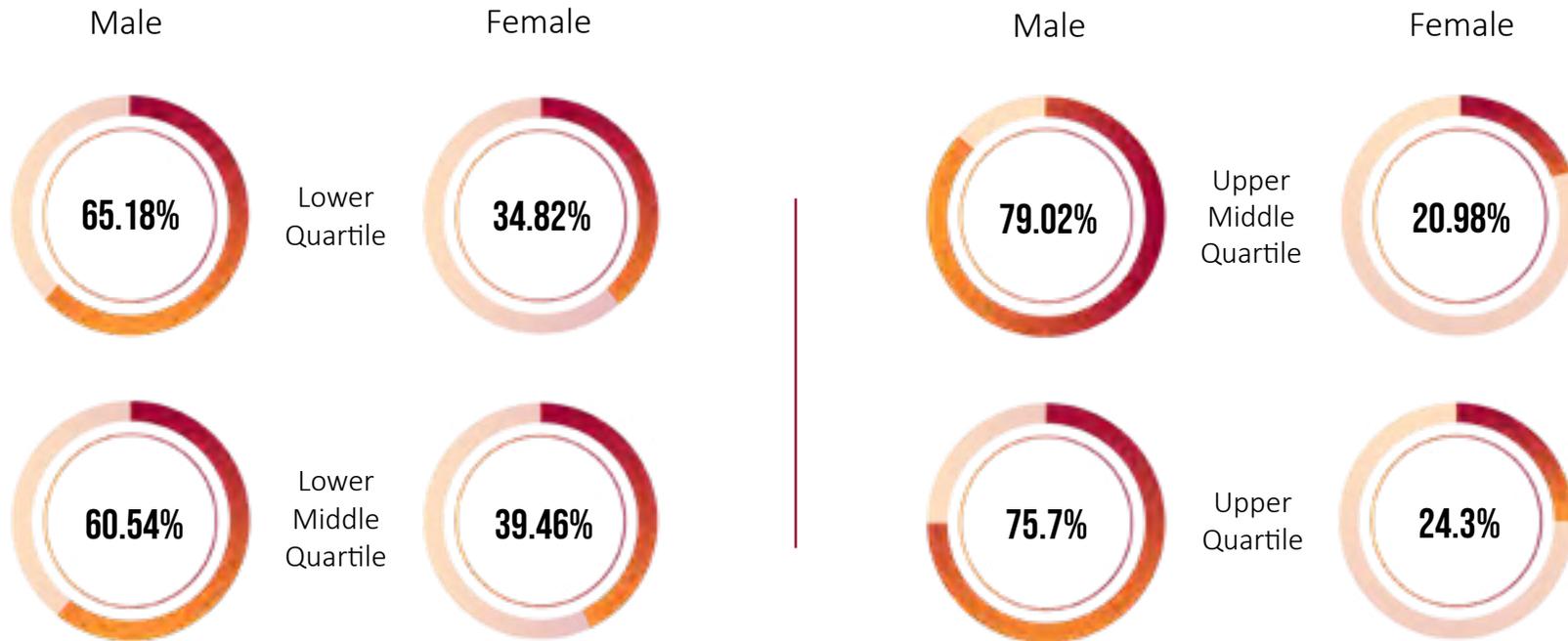




**Axis strives to attract and retain the best talent regardless of gender. By constantly improving our long-standing schemes and developing new initiatives we will continue to grow our diverse teams and narrow the existing pay gap.**

# Pay Quartiles by Gender

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## Foundations for the future

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Axis employees continue to grow both in number and in diversity. To meet our inclusivity goals and targets we implemented many processes and procedures last year. The following represents just some of our implemented

We have worked closely with our clients to attract diverse talent to Axis: This needs our newly-established Responsible Business initiative, clients can tell us about projects we can influence or support. We have created female ambassadors who offer careers advice whilst promoting our industry.

To capture potential candidates that we meet at Job Fairs and Careers Events, we have improved our apprentice recruitment through smart technology. This investment in technology- specifically an applicant tracking system - allows our recruiters to communicate with harder to reach groups too.

As we have developed our engagement of talent we offer apprentice applicants the opportunity to carry out work inspiration placements and challenge any potential barriers to our industry. We have of course adhered to our Core Value-inspired goal - 10% of our employees are Trainees and Apprenticeships.

In the areas where we work we have already built longstanding relationships and partnerships with schools. Here we demonstrate our work to students offering business days, mentoring and CV/interview technique workshops.

As part of our recruitment strategy, we have employed a Head of Recruitment and an Internal Recruiter to ensure our employer value proposition is attractive to successful females. Their brief it to ensure job adverts and job specifications have gender neutral language and advertise agile working as a matter of course. The team has expanded the recruitment channels to improve our gender imbalance reaching out to specialist women's networks to attract more females applicants.

In addition, we also deployed our internal training team to carry out formal assessment days and scoring matrix for certain roles; introduced sponsorship schemes for our professionally qualified employees to encourage career development and peer support raising the profile of our many female leaders; progressed our new managers through a 12-month programme leading to Institute of Leadership Management qualification and piloted coaching and mentoring sessions - launching a company-wide mentoring scheme in 2019.

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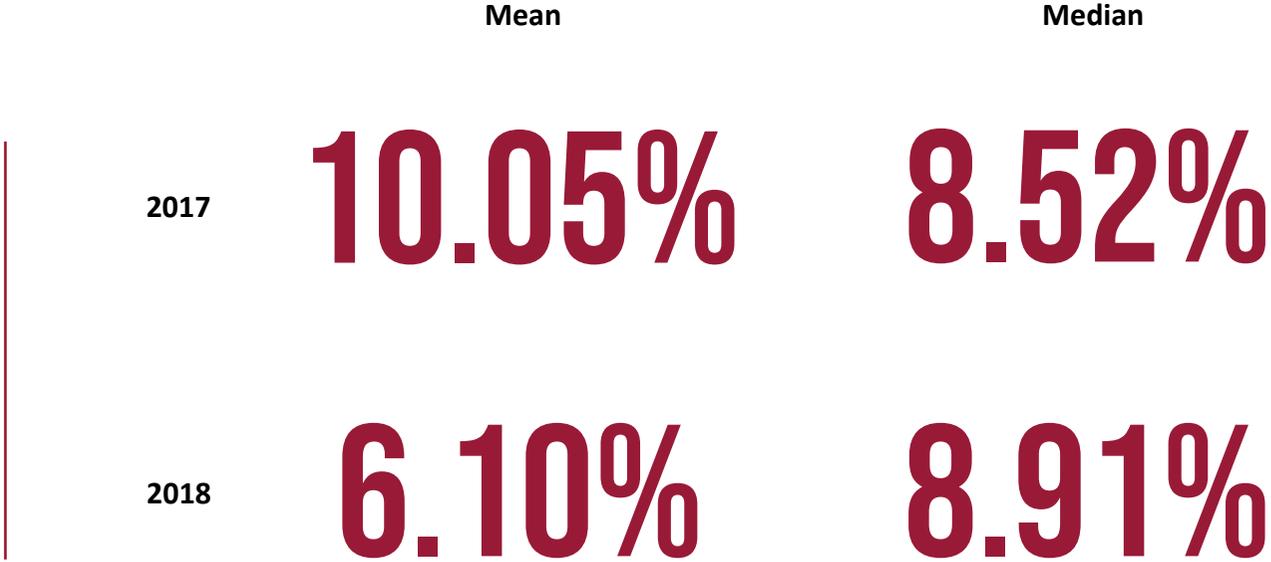
# What do our figures tell us?

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These figures tell us the good news that we have lowered our mean gender pay gap although our median pay gap has not narrowed: our aim is to close the median pay gap too.

The figures also demonstrate our consistency in our bonus system: our median bonus pay was 7.13% in 2017 and 7.14% in 2018.

The new contracts we have won, and our pre-existing workforces gained through TUPE are testament to our success and increasing diversity.



## Percentage of employees who recieved Bonus Pay

Our figures demonstrate consistency in the proportion of men and women who received a bonus. The percentage of employees receiving a bonus has gone down for both men and women. The drop is greater for men than women.

	2017	2018
Males	31.12%	25.35%
Females	52.56%	50.93%



## Some initiatives we have implemented

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1

We reported in 2017 that we were building a pipeline of talented employees through great partnerships with our clients. This continues to be at the top of our agenda in all partnership meetings where we are talking about investing in residents. We are always trying to improve and create innovative ways to attract local talent and offer work opportunities.

2

Line Manager training, including on unconscious bias - for our recruitment selection process, has been rolled out to all recruiting managers. This is part of a developing recruiting training programme.

3

We have changed the format of our Diversity and Inclusion roadshows. We continue to deliver on our core values and now encourage internal communications via our dedicated chat channel and implement a calendar of responsible business events.

4

The ILM accredited management development programme continues. In addition, we are adding in coaching sessions and team problem solving initiatives to keep the learning moving forward. We are providing peer support groups for each cohort.

5

Diarised reviews and revision of all job titles have taken place since the last report. This standardisation creates clearer career paths.

6

Agile working has been introduced into the business and has been positively received. I.T. improvements enable meetings to take place remotely and employees to work at various locations.

7

There has been an increase in coaching and mentoring. Our recent relocations to a larger HQ will create further scope to open the scheme up to more people.

8

We continue to allow all employees to have a volunteering opportunity to make a contribution in the areas where we work. Many of our community projects are run by inspiring women.

9

With improved technology we can store more meaningful data and readily report on our adherence to our own core values and the protected characteristics.

10

We are interconnecting our sustainability, community investment, Learning and Development, Recruitment and HR under one common goal - Responsible Business. Diversity and Inclusion remains high on the agenda.

