



Gender Pay Gap Report 2019

axis

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

"Axis takes great pride in being an equal opportunities employer with a diverse and inclusive workforce.

We recruit, employ, train and reward the best people available regardless of gender. Our record of empowering women is evidenced in these pages and this drive is a vital part of our strategy of continuity and growth.

We have always had values which we embrace honesty, diversity and development at our core and those values are what sets Axis apart from therest.

The figures in this year's Gender Pay Gap Report show us something tangible, they show us the effects of our current initiatives and they show us the areas in which we can do better.

The best way to improve is by being honest and being transparent through these reports.

Whilst we can't change and entire industry - and it's no secret that construction is one that has been dominated- what we can do is continue to be pioneers in the field.

We continue to take it upon ourselves to create even more opportunities and set even better targets to bring down any barriers that there may be for women in construction.

By constantly improving our long-standing schemes and developing new initiatives we build on our commitment to grow our diverse teams and narrow the existing pay gap."

John Hayes

Chief Executive



On April 5th 2020

1000

Employees

Male

694

Female

306

Gender of employees at Axis Europe PLC



Embracing diversity will broaden our horizons

“At Axis we are proud of our diverse mix of employees. A great joy of working here is the rich tapestry of people within our organisation which allows us to learn from each other and expands all of our horizons.

We work hard to encourage young women applicants into this industry and to counter the myths that the industry is not suitable for women. In 2019 we attended over 70 job fairs, and volunteered at 40 schools delivering CV workshops, career assemblies, interview techniques and soft skills. Who also as invited university students to our sites.

I am very proud that at Axis, we live and work according to the protected characteristics of the Equality and Human Rights Commissions: age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership and pregnancy and maternity.

Our company ambition is to bring us closer to parity in all of those characteristics. By persisting in our efforts to promote success stories and training encourage female employees to become leaders, I’m in absolutely no doubt that our ambition will be realised.

Our values, particularly those committed to embracing diversity and training and development are enshrined in our culture. This year we won Gold Investors in People accreditation partly because of our commitment to training and development.

And of course whilst every year we celebrate International Women’s Day and National Inclusion Week, there are values we honour daily all year round.”

Maria Northwood

Business Support Director



Axis Gender Pay Data

	Mean	Median
Bonus Gender Pay Gap	62.06%	50.00%

“There are no ceilings, no barriers here at Axis. Whether you are male or female doesn’t come into it. I believe if you work hard you can do anything here”

Sandie Ryan
Axis Foundation Trustee

Formal Management Training

Every year we enrol groups of male and female employees onto the Institute of Leadership Management's 3:2 Management Development Programme.

In 2019 of the total number of delegates, 26, 50% were women. Of the current group of delegates (our newly-promoted managers), seven are women and four are men.

In 2019, the 3:2 Management Development Programme transferred its accreditation from ILM to align with an accredited programme with the CPD Standards Office. As a result, in addition to being part of an accredited programme, Axis' delegates are also accredited points towards their Continuing Professional Development. Axis has recently designed a development programme with ILM for ur Trainee Scheduling Managers.

30.6%

of our workforce are women



"In 2019 there was an equal number of Axis females and males (26 in total) joining the 3:2 Management Development Programme; this is an incredible and unusual stat when compared to the nation average.

Axis clearly take the responsibility to equality seriously, developing and supporting all careers wholeheartedly. Female employees have strong voices and a lot to contribute"

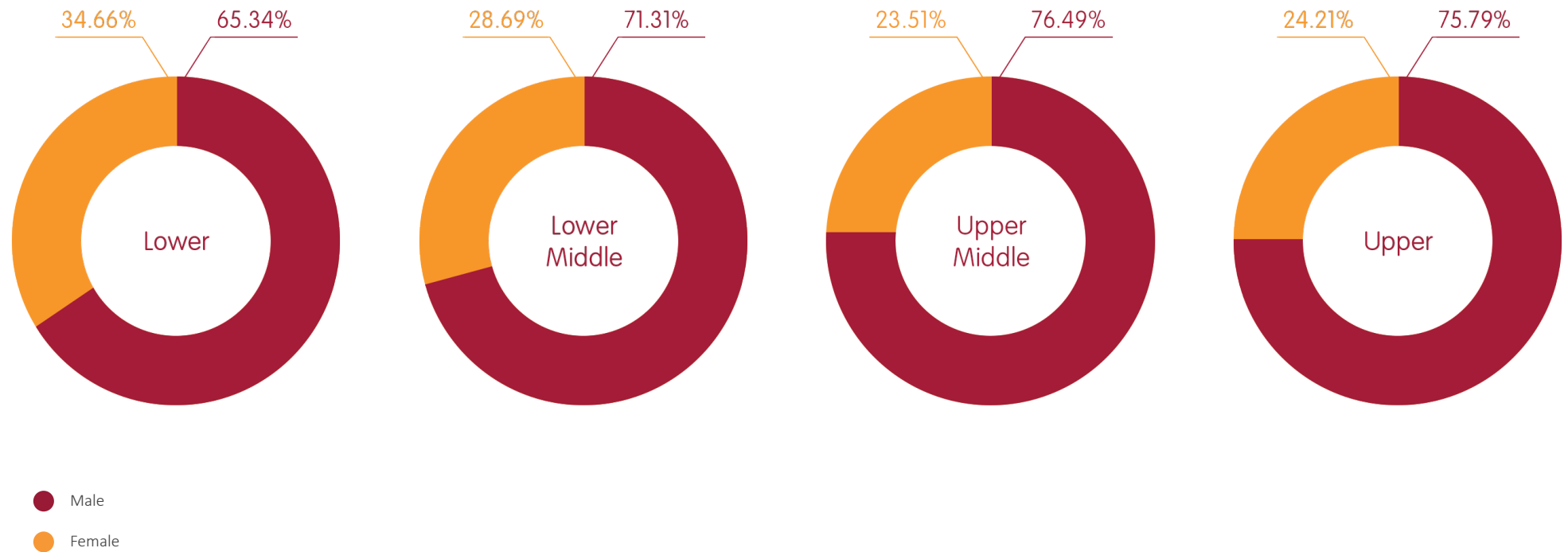
Margot Manning
Course Leader



“Female apprentices have progressed all the way through their careers and many of them are working with Axis now. All Apprenticeships are available- not just site-based jobs but administrative, accounts, customer service”

Michelle Workman
Apprentice Co-ordinator

Pay Quartiles by Gender



A woman with blonde hair is shown in profile, looking towards the right. She is wearing a dark blue sweater. In the background, other people are blurred, suggesting a social gathering or event. A glass of champagne is visible in the foreground on the right.

Foundations for the future

At Axis we have delivered the following programmes to meet our inclusivity goals and targets.

Improved and wellplanned communications strategy:

To encourage women in our business to thrive. This is a work in progress, evolving as our commitment increases.

Showcasing careers and achievements of Axis women:

Celebrating International Women's Day 2020 we filmed stories of our female employees' journeys to share at careers fairs and to the wider public as a message of inspiration.

Targeting our career and work inspiration programme:

We are proud of the work we do with schools and colleges from primary all the way through education to college and university. In 2019 we attended over 70 jobs fairs, and volunteered at 40 schools delivering CV workshops, career assemblies, interview techniques and soft skills. Our Responsible Business team has focused on building relationships with girls' schools to encourage females to see our industry as a viable career

Apprentice Recruitment:

Our annual Apprentice Recruitment Strategy engages our clients, Housing Associations and Local Government to take part in our work inspiration programme and apprentice recruitment days. Our well managed scheme which we have been running for over 30 years helps them attract their female residents to the industry. We adhere to our Core Value inspired goal: 10% of our employees are trainees, interns and apprentices

Universities and Colleges:

We have been educating our employees through university for 30+ years and our Trainee Surveying degree programme has gone from strength with many female success stories. A number of these females are mentoring our current intake.

Management Development Programme:

Our employees have been successfully attending the Institute of Leadership Management's 3:2 Management Development Programme for a number of years. Our current delegates include 11 newly promoted managers, 7 females and 4 males.

Transparent Recruiting:

The new technology embedded in our recruitment process allows for transparent and fair selection

What do our figures tell us?

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.

	Mean	Median
2017	6.10%	8.91%
2018	9.25%	7.88%

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.

2018

2019

Males

25.35% 20.25%

Females

50.93% 43.73%



Some initiatives we have implemented

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.

