



Gender Pay Gap Report 2023

axis

Gender Pay Gap Focus 2023

We take pride in our collaboration with various organisations where prioritising the customer is paramount.

This commitment is deeply ingrained within Axis, recognising the profound impact we have on the lives of both the residents we serve daily and our own workforce.

While we're pleased to report a reduction in our mean gender pay gap from 12.6% to 11.6%, and a decrease of 2.17% in our median gap, we acknowledge there is still room for improvement.

Analysing our data reveals our efforts to promote and develop females internally, yet we continue to observe a higher influx of male applicants, reflective of industry trends.

As part of our dedication to fostering diversity, equality, and inclusion, we examine various aspects of the employee lifecycle through a gender-inclusive lens.

This includes areas such as promotions, training, learning and development, turnover and exit interviews.

However, we recognise that focusing solely on binary metrics does not provide a comprehensive view, and thus, we have implemented action plans, some of which are outlined in this report, to drive further change.

Our workplace survey this year revealed that among the 70% of our workforce who participated, 95% believe we actively promote equality and diversity, and 97% are willing to ask questions and seek assistance. This presents an invaluable opportunity for us to directly engage with our employees, gathering insights into their experiences and identifying areas for improvement.

We intend to leverage this feedback through our employee resource groups.

Thank you for taking the time to read Axis' Gender Pay Gap Report 2023.

Maria Northwood

Business Support Director



Unequal Pay

The gender pay gap measures the difference between average hourly earnings (excluding overtime) of men and women as a proportion of men's average hourly earnings (excluding overtime). It is a measure across all jobs in the UK, not of the difference in pay between men and women for doing the same job.

Source ONS

Unequal pay refers to the pay differences between two individuals or a group of workers carrying out the same or comparable work. Under the equal pay act, it is unlawful to pay people unequally because they are a man or a woman, Unequal pay is linked to sex discrimination in pay and may be a contributing factor to the gender pay gap.

The gender pay gap in skilled trades occupations remains the largest of the major occupational groups, however, it has also decreased by the largest amount over the past years.

Gender Pay Gap Stats

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On 5 April 2023

1065

Employees

33%

of our workforce are women

Mean gender pay gap

Median gender pay gap

11.64%

14.43%

Male

712

Female

353

Gender of employees at Axis Europe PLC

Axis' Core Value #4

Embracing diversity will
broaden our horizons

Bonus Gender Pay Gap Data

"In 2023 we invested in new technology to improve upon foundations we have already laid for fairer and less biased recruitment practices. The technology will provide an enhancement on our current data and allow us to understand how we can shift the dial on gender and other protected characteristics pay gaps and widen our talent pool"

Victoria Basham

Head of HR and Recruitment

Proportion of male employees
who have received a bonus

33.1%

Proportion of female employees
who have received a bonus

64.3%

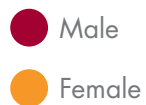
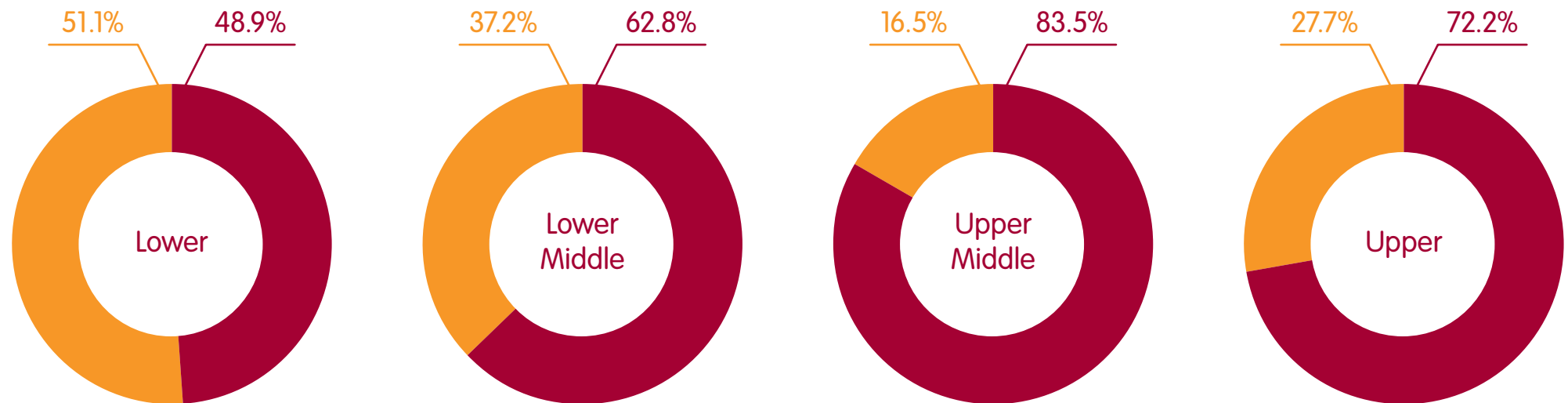
Mean bonus gender pay gap

44.72%

Median bonus gender pay gap

37.5%

Pay Quartiles by Gender



"Axis is one of the best companies for opportunities for women and progression. There are plenty of different roles here for women of any age: work on the tools, do my role as Assistant Site Manager, be an RLO, just give it a go, you will be quite surprised."

Simone McLoud
Assistant Site Manager

Future Focus

Our key focus areas in 2024/25

1 Leadership – We have strong leadership commitment at the top of our organisation: our CEO, John Hayes, recognised this in his founding core values, ‘everybody deserves respect,’ and ‘embracing diversity will broaden our horizons.’

In National Inclusion Week 2023 we launched our new inclusive leadership facilitated programme which looks further than unconscious bias into privilege and allyship. This will continue to be rolled out throughout 2024 at management and supervisory level, opening up discussion and aiming for an inclusive mindset of our managers and leaders.

2 Data – In 2024 we are updating our people technology so that our data is more accessible to align with our fast-paced environment. The HR team are working with our IT and AI teams to automate some administration-heavy tasks, so we will have more resources to analyse and act on the data.

We have always asked for feedback from our employees and carried out surveys and polls. In 2023, we committed to an annual survey with key focus areas: diversity and inclusion, engagement and career development. This had huge engagement with over 70%

of employees completing this survey. This data has been used to set goals for 2024.

3 Training, Development and Education – We have invested, over a number of years, in a quality content diversity, equality and inclusion training course from an external provider. This is undertaken by all employees and is retaken annually and is kept relevant and up to date, with questions to ensure understanding to ensure cultural competence. More recently accessibility is improved through centralised LMS.

4 Recruitment and Onboarding – A key focus area for 2023 was reviewing and developing our induction. Our ‘Welcome to Axis’ is important to us and we could see from data we needed to make improvements. Axis created an induction task group and we continuously develop content and logistics based on employee feedback.

We have made many changes to our recruitment practices, including, but not exhaustive, assessment centres based on candidate performance on the day and limited personal data, minimising potential bias. In 2024 we will use the assessment model in other key roles.

Axis has invested in a new ATS so we have more data to understand the demographics we attract and employ and also so we can remove irrelevant data from recruiting managers and simply provide the skills and experience of potential candidates. The new technology will also improve gender-neutral language of job adverts.

5 Employee Resource Groups – we have a number of ERGs successfully networking and providing great outcomes for the business. These include, business challenge groups, community champions, mental health first aiders, Axis Women in Construction and – new for 2023 – was our Free To Be Me network. In 2024/25 we will implement an ERG framework so this group has the accessibility to propose and implement changes that matter to them across the business.

6 Inclusive Policies and Benefits – following feedback from our business challenge groups we reviewed and enhanced some of key family-friendly benefits in 2022/23 and we will continue to develop policies further to ensure these are well communicated and support families as early as possible with their changing circumstances, using our current communication channels and also our internal search engine.

7 Transparent Career Pathways – A large area of focus 24/25 will be updating and relaunching our performance management process and providing transparent career pathways. We recognise we have an informal coaching and mentoring culture and, as part of this relaunch, we will encourage more coaching and mentoring opportunities and, using the data, we will endeavour to foster inclusion of 10% more pairs from under-represented groups.

8 Partnerships – Due to the nature of the work we do we are fortunate to be able to communicate directly with the residents we serve. We understand we can make an impact on residents' lives through work and training opportunities which is why we have built up a network of local community organisations, charities and educational providers over a number of years and we will continue to do this, committing to at least five new partnerships to increase the network of harder-to-reach candidates.

9 Supply Chain – In 2024/25, we will be undertaking focus groups with our subcontractors and supply chain to gather feedback to ensure equity and equality and set future KPIs to encourage fair and inclusive partnerships.

10 Responsible Business and Accountability – by setting public targets and mechanisms to track D&I targets we will improve our systems within Axis and, in turn, make these more inclusive and accessible to all employees and our wider supply chain. Axis employs a Responsible Business team who, along with the CEO and Executive team keep diversity, equity and inclusion at the top of agenda.



Inspiring Women

Our new Axis Women in Construction group shares inspiration and experience with all the women we are inviting to join us in a new career

Attracting Female Talent

Axis Women in Construction case study

We understand an area where we can make an impact is to attract more females at all levels into our organisation and our industry.

We have created a group called *Axis Women in Construction*, headed up and chaired by our Operations Director for Maintenance and we have done some great work both as individuals within the team, and as a team, to inspire females both internally and externally.

We have worked with groups of females at different stages of their career: for example, we worked with Black Girls in Property charity,

who ran a project with a group of black female students who were about to choose their next steps, whether to go to university or take an apprenticeship in surveying. The group also worked with students at our neighbouring secondary school who came in for a 6-week programme to see what it is like working in a large maintenance company like ours.

We are planning our own all-female initiative in 2024, and hope this is something we can grow.

About Axis

Axis provides some of the UK's largest building owners, landlords and facilities managers with building repairs, maintenance and improvements services.

What we do

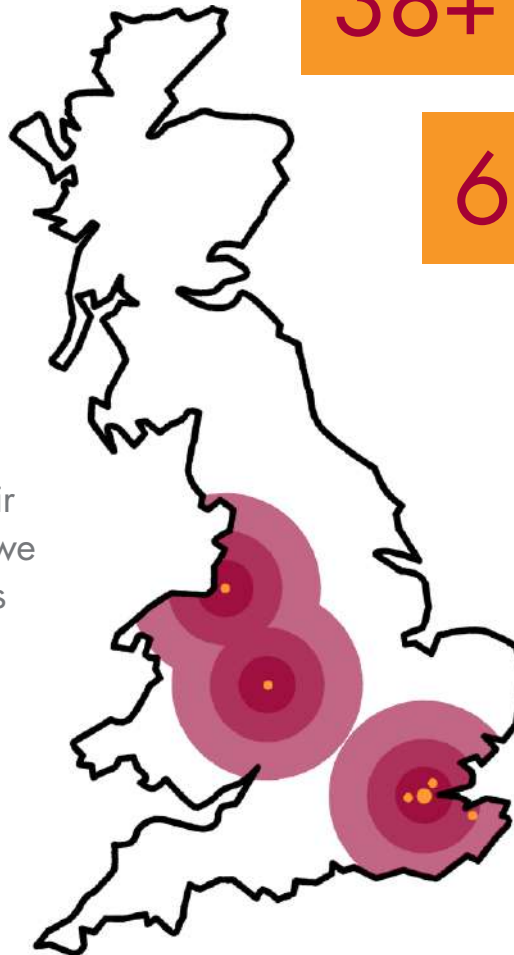
We work in social housing, commercial, heritage and public sectors and make buildings safe and comfortable for their owners (our clients) and their occupants and residents.

Our values

In our industry we are known as a safe pair of hands. As a values-led, family-run firm, we always remember that our site is someone's precious property or home.

Who we are

In our 38-year history, Axis has become a highly successful and reputable business employing over 1,000 people and with six offices and multiple sites across the UK.



89.77%

Appointments kept

92.15%

Orders completed within due date

38+ Year history

81.05%

1st Time Fix

6 Offices

478,748

Number of orders

1,000+ People

92.8%

Customer satisfaction



"I have always looked to build a strong team and have 45% of my senior manager team as women to prove that gender is no barrier to success.

Building a strong, hard-working and committed team will make the difference between success and failure: for this reason I feel leadership skills and the ability to adapt constantly are key to progressing within any industry, none more so than in construction.

I have always tried to prioritise upskilling the team to improve industry specialisms, technical knowledge and organisational skills as this leads to an empowered workforce who can own their role and work to the best of their ability. In our industry, there are now many bright beacons in organisations that specialise in support and in connecting woman in construction which is so refreshing to see."

Leanne Ball

Axis Operations Director, Midlands

Axis' Core Value #3

Train and develop people – their growth becomes our growth