



Gender Pay Gap Report 2018



(3E)S = Exceeding Expectations
Everywhere **Safely**





Pino De Rosa

Managing Director



- This is the second year we have the pleasure of providing our gender pay gap report. So it gives us a basis to review our performance in the last twelve months and set some objectives for the future.

A little about our business

- We work predominantly on the UK's Rail Infrastructure and have been heavily involved in some of the largest engineering projects delivered here in the UK.
- Our growth has only been possible through recruiting and retaining great people of all backgrounds, skills-set and experience. This breadth of diversity and inclusive approach across the team brings differing opinions and perspectives into the business which has allowed us to challenge conventional thinking and provide solutions to clients which has produced better results than they were expecting.
- Bridgeway has always been an equal opportunities employer, as we believe that values, behaviours, and competence are the key attributes of any employee. As a business we've grown on that basis and are now a £25m turnover business employing around 400 people.
- In 2017 we won a Queens Enterprise Award for Sustainable Development and this is down to the initiatives we have introduced to become a diverse business with a workforce who are highly valued.

Equal Pay versus Gender Pay Gap:

- Firstly, I must cover a popular misconception; Gender Pay Gap is not the same as Equal Pay.
- Equal pay is the legal requirement to pay people who are doing the same or similar work, the same amount of money. Our report isn't saying that women are paid less than their male counterparts in the same role or equivalent responsibility and accountability. We have ZERO tolerance to unequal pay.
- The Gender Pay Gap focuses more on opportunities; and asks the questions as to why are men more prominent in the higher paid positions.



Pino De Rosa Managing Director



So what are the results?

- You'll see that further along within the report the seven items which we have to report on. For me the key items are:
 - Our mean gender pay gap has increased from 0.26% in 2017 to 6.72% in 2018.
 - Our median gender pay gap has increased from 2.33% in 2017 to 7.56% in 2018.
 - Our mean gender bonus gap has decreased from 23.42% in 2017 to 14.05% in 2018.
 - Our median gender bonus gap has stayed the same.
 - The number of women in a team receiving a bonus is 18% compared to 11% of men.
 - Our quartile staff splits are fairly consistent across the quartiles and in comparison with 2017

So why does the gap exist?

- The proportion of women remains broadly similar across the pay quartiles however the under representation of women across the business is an issue that we need to continue to address.
- Within our industry, an issue that we face is that there are a disproportionate number of men employed. Our workforce is 87.37% male; which is similar to that within the industry as a whole. It is an area we are looking to change and is discussed at board level. A diverse business, as ours is, needs a diverse range of personalities and experiences within it, to adapt to the challenges we'll face.
- We have looked to address this disparity through various links with local schools and universities, both locally and nationally, to increase the number of young women looking at STEM careers. We are keen to promote Women within Engineering and later within this report are a few examples.
- By bringing greater diversity to our team and promoting women within engineering we hope that we can progress more talented members of our female workforce through to the top of our business.
- But we will not rest on our laurels and I am clear that there are areas that we need to focus on as a business and we will continue to make improvements.
- I look forward to continuing our business wide approach to inclusivity and to reducing the gender pay gap.



Lisa Brackner

HR Director



- Making Bridgeway an employer of choice sits at the top of my agenda. I've been here for 18 years and I'm passionate about making the business fit for the now and fit for the future. We have always encouraged diversity within our teams and closing the gender pay gap is an important factor for us.
- Our current workforce is male-dominated, but we've had at least one female board member over the last five years. Our leadership team is always growing and the number of women is increasing in this important group, who are recognised as our next generation of directors. I was pleased to see that Zoe Smithurst was appointed to the Leadership Team as Associate Director for SI/GI in 2018.
- The fact that the split across the quartiles between men and women is fairly even, shows me that we are working well towards recruiting roles based upon ability, cultural fit and our behavioural model (DESIRE IT) rather than gender.
- But we still do need to improve.
 - Albeit small in comparison to those within our industry we have a mean and median gender pay gap.
 - We have a mean and median gender bonus gap.
- These may have been influenced by the demographic within our business, but we'll continue to focus on equality. Gender equality is an important area to focus on and my ultimate goal is to ensure continual improvements within our recruitment and retention strategies which drive equality across all areas of our business.

What have we been doing to address the gap?

- We have a number of people working part time and don't close our minds against someone joining or staying part time. We also work with women returning from maternity leave to ensure they get the support they need to make this transition. We want to recruit and retain the right person for the job!
- We're looking at flexible and agile working, using more and more technology, to encourage greater diversity in our teams. It's all about outputs and managing your work-load with those commitments outside of work.
- I am pleased to see that the links we are building with local schools and universities to promote STEM subjects is proving positive and that we have a Female Apprentice who has come via this route and who will join us in the summer to begin a two year Geospatial Apprenticeship.

What is in the future?

- Just the desire to continue growing our brand and encourage more and more diversity within our industry.
- If we can do that, it can only benefit us as a business as well as the rest of the industry.

Our Gender Pay Gap



Mean Gender Pay Gap

Our mean gender pay gap is 6.72% (2017: 0.26%)

Median Gender Pay Gap

Our median gender pay gap is 8.56% (2017: 2.33%)

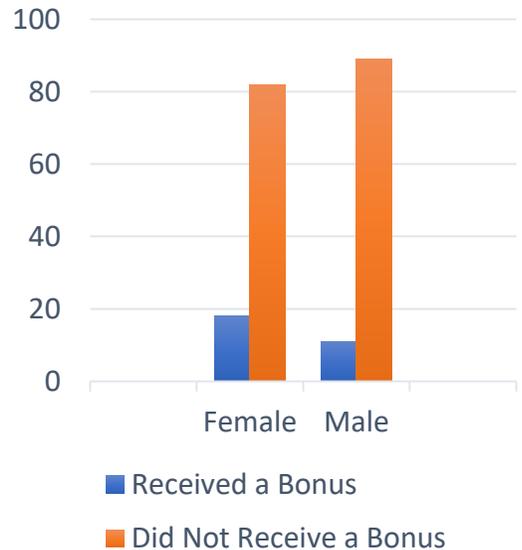
Mean Gender Bonus Pay Gap

Our mean gender bonus pay gap is 14.05% (2017: 23.42%)

Median Gender Bonus Pay Gap

Our median bonus gender pay gap is 50.00% (2017: 50.00%)

Percentage of employees who received a bonus pay:



Employees by Pay Quartile:

Upper Quartile



Male - 90.91% Female - 9.09%

Upper Middle Quartile



Male - 85.86% Female - 14.14%

Lower Middle Quartile



Male - 86.87% Female - 13.13%

Lower Quartile



Male - 85.86% Female - 14.14%



Reena Pabla

Recruitment Advisor
Human Resources



'I recently returned from Maternity leave and was able to change to a more flexible part time role to achieve the work life balance I wished for. I value this flexibility and as a recruiter, and a working mum, I recognise some of the barriers that women face in returning to work.'

Through manager training, advice and support Bridgeway are working to ensure that the best candidates succeed in the recruitment process, irrespective of gender. The low gender pay gap at Bridgeway reflects this effort.'



Zoe Smithurst

Associate Director,
Site/Ground Investigations



' Since joining Bridgeway in 2012 I have continued to develop professionally, working towards becoming an Incorporated Engineer. In addition I recently took part in the Management Development Programme at Bridgeway.

I was delighted to be promoted to Associate Director in September 2018 and recognise the responsibility of supporting other women entering Engineering and Bridgeway in particular.

Although still a minority, women in engineering are now well recognised, respected and make some fantastic contributions to the field. With so many different disciplines within the subject there are numerous opportunities to find and develop your area of expertise and I would encourage any girls/women thinking of pursuing a career in engineering to go for it as your contribution is as valuable as anyone else's."

Katie Barrowclough

Project Manager,
Geomatics



I love the variety within my role and although when I joined Bridgeway in 2014 as a Surveyor I had little knowledge of the Rail industry, with the support of my colleagues and my surveying knowledge I have been able to progress within the company.

During my recent maternity leave it was important to stay in contact through Keep In Touch days so that the transition back into work at the end of my time off was as easy as possible. It is easy to become isolated when you are not in the office for a year but through the support of my team I was able to keep up to date on both technical and non technical developments.

When working on the railway, you are constantly learning no matter how experienced you are and can side step into different areas. The rail industry is a positive and thriving place to work and there will always be a constant demand for engineers, so there are many areas you could specialise in."

Saskia Richards

Engineer,
Site/Ground Investigations



' during my Geology and Geography degree I became much more interested in the Geology and when I graduated I spent some time in Australia working in the Mining Industry. Upon my return to the UK I started working in the Civil Construction industry. I joined Bridgeway in January 2019 as a Site Investigation Engineer.

I love the balance of office and site work within Engineering and have never felt my gender hold me back. There are so many opportunities to grow and develop my career. Moving into the rail industry has given me the chance to stretch myself and apply my skills to a new field. I am looking forward to learning more about civil construction and project management and within Bridgeway I can see that it is possible to progress to a senior level within Engineering.'

Rachel Wharton

Principal Project Manager,
Geomatics



I first joined Bridgeway in 2006 as a Survey Technician having no idea what surveying was and maybe even now I still don't! I was then promoted to a Surveyor. I left in 2010 and joined Derbyshire County council as a Land Surveyor, returning to Bridgeway in 2013 as a Project Manager in the Geomatics department. I was promoted to Principal Project Manager in 2017

Engineering is an interesting and very challenging environment to work in but also rewarding. You see a lot of the country with a multitude of different activities often taking place at the same time. Rail and engineering is often at the forefront of new developing technologies, both on the ground and within the office environment.

Cerruti Plummer

Planning Assistant Apprentice,
East Midlands, Access and
Possession



'I joined Bridgeway in September 2018 as a Level 3 Apprentice supporting the Access and Possession team. Having come from an administration and customer services background I have been struck by the opportunities within Engineering.'

The support I have received from across the business has helped me to grow and develop and has sparked my interest in the Rail industry and Engineering. I can see the impact of the planning work ensuring that site staff have all the information that they need to work safely. '

Stavrini Charilaou

Graduate Engineer,
Infrastructure Services



- "... since joining Bridgeway as a Graduate Engineer in September 2017 I have been supported in my career progression towards becoming CEng with the Institution of Civil Engineers. Working with colleagues from other areas of the business I have supported the establishment of a programme of Professional Development sessions. Not only have they provided an opportunity for those wishing to progress their career to gain more technical knowledge it has also allowed us to spread the word on the skills, roles and opportunities with Engineering to the non engineering teams in Bridgeway.*