Introduction

As a membership organisation and an employer, ICE values diversity and inclusivity.

I believe that workplaces thrive where there is greater diversity, inclusion and gender balance and ICE works hard to create a culture where all of our people are treated equally.

ICE exists to help civil engineers to tackle the challenges facing society. We are best placed to do this when the people who work for us are representative of society.

Whilst the exercise to produce this report has been driven by government legislation, I am pleased that it has allowed us to refocus on the areas on which we need to concentrate to ensure that we strive for balance.

I am pleased to see that the efforts we have made in areas such as flexible working and our overall benefits package has led us to an almost 50:50 male to female staff ratio. It is also clear that the work-life balance we have helped our people achieve means that we are attracting more women than ever to our leadership roles.

I do however recognise that like many other organisations, we have work to do to close the gender pay gap, particularly at Executive Leadership Level. This gap is largely down to the fact that at the time of reporting in April 2017, we had an all-male Executive Leadership team; most of whom had been in position for some time. As a consequence of the report, we are putting in place some recommendations to address this issue, but as you understand, it will not be a quick process.

I have always been of the belief that gender does not enter the equation when recruiting the best person for the job. Nonetheless, I am committed to making sure that our employment practices are as flexible as possible so that we may remove any possible barriers to women taking up positions at the very top of our organisation.

Nick Baveystock
Director General and Secretary
Institution of Civil Engineers
Background

From 2017 onwards, any UK organisation with 250 or more employees is required to report their gender pay gap on an annual basis.

The Regulations require relevant organisations to publish their gender pay gap data by 04 April 2018 (and then annually). This should include mean and median gender pay gaps; the mean and median gender bonus gaps; the proportion of men and women who received bonuses; and the proportions of male and female employees in each pay quartile.

The gender pay gap shows the difference in the average pay between all men and women in a workforce.

The results of the mean and median gender pay and bonus gaps are displayed as a percentage of the ratio between male and female pay. A positive percentage figure reveals that female employees have lower pay or bonuses than male employees. A negative percentage figure reveals that male employees have lower pay or bonuses than female employees. A zero percentage figure (which is highly unlikely) would reveal no gap between the pay or bonuses of typical male and female employees.

Gender pay and equal pay

The gender pay gap is different to equal pay. Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. ICE has a fair and consistent approach to remuneration and does not have an equal pay issue.

ICE’s Gender Pay Gap data

The gender pay gap is the difference in the average hourly pay received by men and women as recorded in April 2017 (this includes any bonuses received in April 2017).

<table>
<thead>
<tr>
<th>Mean gender pay gap</th>
<th>Median gender pay gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>26.21%</td>
<td>16.01%</td>
</tr>
</tbody>
</table>

What does the mean figure represent?

The mean gender pay gap is the difference in average aggregated hourly pay for men compared to women across ICE’s entire workforce.
What does the median figure represent?
The median represents the middle data value across a list of values. If we listed all women and all men, the median is the halfway number between them. The median pay gap is the percentage difference in average hourly pay for the middle man compared to the middle woman working for ICE.

All hourly rates are calculated post any salary sacrifice deductions.

Pay quartiles

Quartiles divide a list of numbers into four groups. Each employee’s hourly pay is ordered from lowest to highest and then divided into four equal groups.

The first group – the lower quartile includes the lowest 25% of earners and the last group – the upper quartile includes the highest 25% of earners.
Bonus pay

The bonus pay data shows the difference in bonuses received by men and women as recorded in the 12 months up to April 2017. It also shows the proportion of men and women who received bonus payments.

<table>
<thead>
<tr>
<th>Mean bonus gender pay gap</th>
<th>Median bonus gender pay gap</th>
<th>Proportion of women receiving bonus</th>
<th>Proportion of men receiving bonus</th>
</tr>
</thead>
<tbody>
<tr>
<td>69.54%</td>
<td>78.53%</td>
<td>11%</td>
<td>15%</td>
</tr>
</tbody>
</table>

Understanding ICE’s Gender Pay Gap data

As previously mentioned, it is important to understand the difference between gender pay and equal pay.

Equal pay looks at the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. It is unlawful to pay people unequally because they are a man or a woman. The gender pay gap shows the differences in the average pay between men and women.

ICE operates a job family system across the Group, which places roles with a similar job size into groups. Salaries and benefits are linked to these job families.

The table below shows the mean and median gender pay gap by job family throughout the ICE Group.

<table>
<thead>
<tr>
<th>Job family</th>
<th>Mean gender pay gap</th>
<th>Median gender pay gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>Essential Support</td>
<td>-5.11%</td>
<td>-11.67%</td>
</tr>
<tr>
<td>Practitioner &amp; Specialist</td>
<td>13.87%</td>
<td>5.70%</td>
</tr>
<tr>
<td>Management</td>
<td>-2.81%</td>
<td>-3.19%</td>
</tr>
<tr>
<td>Leadership</td>
<td>-29.06%</td>
<td>-6.26%</td>
</tr>
<tr>
<td>Executive Leadership</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

In the Essential Support, Management and Leadership job families, the average earnings for women are higher than for men, whilst in the Practitioner & Specialist and Executive Leadership job families, the average earning for men is higher.

The table above shows a large gender pay gaps in the Leadership and Executive Leadership job families. The inclusion of April bonus pay in the calculations is the main
factor as to why the mean gender pay gap for the Leadership job family is both large and more favourable to women, as a number of female Leadership employees received significant bonuses in April 2017.

Calculating the gender pay report has highlighted to us that 21% of our male workforce occupy a Leadership or Executive Leadership positon, compared to just 9% of the female workforce.

What is ICE doing to address the gender pay gap?

ICE has taken a number of steps to address the gender pay gap. This includes offering flexible working where feasible so that staff can choose a working pattern which best suits their personal situation. ICE is committed to ensuring that all staff are aware that this option exists and we actively encourage line managers to have conversations about the most suitable working pattern for their staff.

ICE offers a range of benefits to its staff and our Human Resources team have undertaken to look at ways that the benefits package can be improved to retain a more balanced workforce.

ICE is committed to taking active steps to improve our recruitment processes so as to work towards bettering our gender pay gap. This will include requiring our recruitment agencies to submit shortlists with an equal number of men and women for Executive Leadership level, and any gender specific indicators on CV’s will be removed before they are presented to selection panels and interviewers (mixed interview panels will also be used). ICE will also ask our senior leadership team to undertake unconscious bias training.

We will also implement a mentoring programme, where members of the board mentor and develop an employee of a different gender or ethnic background from themselves.

After our Gender Pay Gap data has been published we intend to be open and transparent with staff, and consult with our internal employee welfare and feedback group ‘Our Voice’ to seek their opinion on ways in which we can improve even further.

The bigger picture

As an organisation whose members are from the civil engineering sector, we are acutely aware that more needs to be done to attract more women and girls into the industry, and tackle the gender pay gap across engineering.

ICE actively participates in schemes such as National Women in Engineering Day to showcase the diverse and rewarding array of engineering careers available to women and girls.
In 2017, we partnered with SEMTA and Women In Science and Engineering (WISE) to launch a toolkit offering practical advice on getting more women into engineering through an apprenticeship.

Our Civils Comeback programme provides engineers with the support they need to return to a career in engineering following a break. The scheme offers support with learning more about how the industry has evolved, to accessing work placements and dedicated careers support programmes.