

Gender Pay Gap Report

Institution of Civil Engineers

Introduction



As a membership organisation and an employer, ICE is based upon a culture of fairness, inclusion and respect.

I believe that workplaces flourish where people from all backgrounds and genders are celebrated. ICE has worked hard to make sure it operates within a culture of inclusivity, fairness and opportunity for all.

Last year's gender pay gap report was our first and I am pleased that we have done what we said we would. We have taken steps to make our processes and procedures fairer still, such as introducing more flexible working practices.

Reports like this allow us to reflect on what we are doing to change things for the better and look at ways that we can improve.

It is clear to me that the improved work-life balance we have helped our people achieve means that we have the ability to attract more women to our leadership roles.

That said, I recognise that like many other organisations, we have more work to do in closing the gender pay gap, particularly at Executive Leadership Level. This gap is largely down to a stable all-male Executive Leadership team with a low attrition rate. As a consequence of the report, we are putting in place some recommendations to address this issue, but as has been previously stated it will not be a quick process.

My foreword in last year's reported that I have always been of the belief that a person's gender does not enter the equation when recruiting the best person for the job and I remain of this belief. Notwithstanding this, I am committed to making sure that our work environment is as welcoming as possible, and our employment practices as flexible as they can be, so that any possible barriers to women taking up positions at the very top of our organisation are removed. I look forward to tracking our progress as we take steps to address our gender pay gap.



Nick Baveystock

Director General and Secretary
Institution of Civil Engineers

Background

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

The Regulations require relevant organisations to publish their gender pay gap data by 4 April 2019 for private companies and charities (such as ICE) and 30 March 2019 for public-sector organisations. 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 and 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 2018 (this includes any bonuses received in April 2018).

Mean gender pay gap

26.04%

Median gender pay gap

17.35%

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.

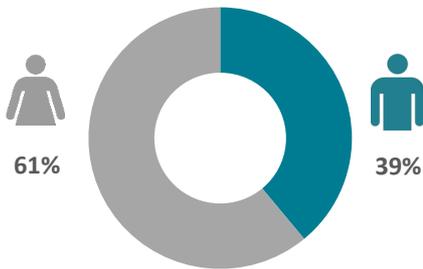
All hourly rates are calculated post any salary sacrifice deductions.

Pay quartiles

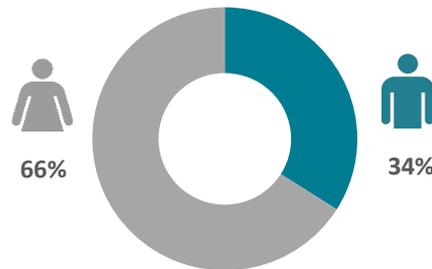
Quartiles divide a list of numbers into four groups. Each employee's hourly pay is ordered from lowest to highest and then divided into four equal groups.

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.

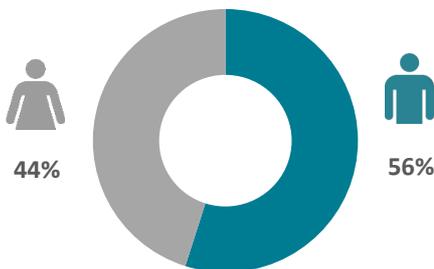
Lower quartile



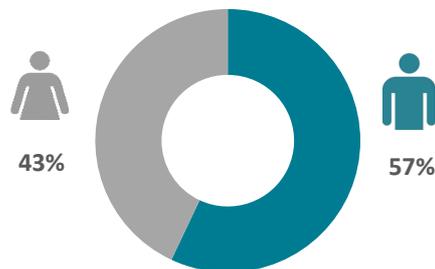
Lower middle quartile



Upper middle quartile

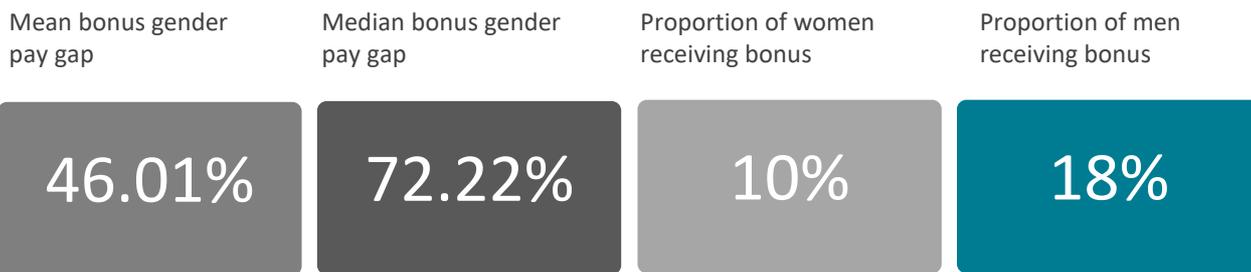


Upper quartile



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 2018. It also shows the proportion of men and women who received bonus payments.



The bonus pay gap has decreased from last year’s figure of 69.54% to 46.01%. This result is due to strong trading results within our commercial division Thomas Telford Limited resulting in a higher number of employees receiving a bonus in comparison to 2017.

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 ICE Group.

Job family	Mean gender pay gap	Median gender pay gap
Essential Support	-3.14%	-12.01%
Practitioner & Specialist	0.52%	6.53%
Management	1.65%	3.5%
Leadership	7.41%	5.5%
Executive Leadership	100%	100%

In the Essential Support job family, the average earnings for women are higher than for men, whilst in all other categories the average earning for men is higher.

The table above shows a large gender pay gap in the Executive Leadership job family. This job family is very small in size and any addition or subtraction from this group has a substantial impact on the figures.

Since last year's report, looking at job families, the gender pay gap has become more equal on every level except Executive Leadership.

Overall, ICE's median gender pay gap of 17.35% is slightly lower than the UK National Average of 17.9%¹ and represents a small change on last year's figure of 16.01%.

Any bonuses awarded to staff are paid in April every year, which coincides with the month of the snapshot used to calculate gender pay gap data. Consequently, as senior management are more likely to receive a bonus, and the upper quartiles have a higher proportion of men, this affects the overall median pay gap result.

What is ICE doing to address the gender pay gap?

ICE continues to take steps to address its 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 has ensured that all staff are reminded that this option is available and has actively encouraged line managers to have conversations about the most suitable working pattern for their staff. A recent review of desk space at our Headquarters in Westminster re-iterated to staff that flexible working patterns are available to those who need it. We have also committed in 2019 to look into our policies around paternity leave.

Since the last report, the organisation has also undergone a review of the software it uses, moving to a fully cloud-based system. This also includes a new SharePoint based intranet and Skype for Business conferencing system. These changes have allowed staff to take full advantage of working at any location with internet access that suits their lifestyle.

Looking forward, ICE is committed to ensuring our recruitment processes are fit for purpose to ensure we are attracting people from all backgrounds. To do this, an advert decoder will be introduced to eradicate the risk of using gendered language, and where feasible, balanced shortlisting and balanced interview panels will be implemented. To support this, unconscious bias training is being delivered to all ICE and TTL staff and ICE panels and committees.

Our gender pay gap data has highlighted that there are more women in lower earning roles. This is mainly down to senior managers occupying roles for some time thereby reducing the opportunity for internal progression. To address this, our five-year HR strategy focuses heavily on succession planning, with the aim of identifying senior roles for women and better promoting those opportunities.

Finally, ICE/we will be rolling out a mentoring programme which will provide support for those developing the skills necessary to advance to senior roles.

¹ Source: Office for National Statistics (Gender pay gap for median gross hourly earnings)

<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2018#gender-pay-gap-data>

The bigger picture

As an industry, the gender pay gap across the civil engineering profession is 11.2%ⁱ which is lower than the national average of 17.9% but work remains if we are to achieve gender pay. ICE takes an active role in encouraging young women to embark on careers in the civil engineering industry and works throughout the year to promote women as role models in senior positions.

ICE has for some time actively participated in schemes such as International Women in Engineering Day to showcase the diverse and rewarding array of engineering careers available to women and girls.

We have partnered with SEMTA and Women In Science and Engineering (WISE) in launching the Apprenticeship Toolkit [which provides](#) practical advice on how to encourage more young women into engineering through the apprenticeship route.

Our [Civils Comeback programme](#) provide engineers with the support they need to return to a career in engineering following a break, particularly through extended childcare breaks. The scheme offers support in learning more about how the industry has evolved during their absence, how to access work placements and provides dedicated careers' support programmes.

ⁱ Source: Office for National Statistics (gender pay gap by occupation, UK, April 2018)

<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2018#gender-pay-gap-data>