

Gender Pay Gap

2020 – 2021



HOUSES OF PARLIAMENT
R&R DELIVERY AUTHORITY

April 2022

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Purpose

This is the Restoration and Renewal Delivery Authority's first gender pay gap report in line with Government requirements that came into effect on 6 April 2017.

The Restoration and Renewal Delivery Authority became substantive in 2020. This report contains information relating to the Delivery Authority as an employing entity, and it outlines our next steps to improve the gender balance of our workforce.

Background

The Gender Pay Gap regulations are contained within the Equality Act 2010 and requires organisations employing over 250 people to publish their gender pay gap. Organisations subject to the Public Sector Equality Duty (PSED) are required to publish information where they employ over 150 people.

Each year, the public sector takes a snapshot date of employee data as of 31 March to run its pay gap assessment. The resulting data is not required to be reported into the Government portal and on our website until the following year. At the snapshot date of 31 March 2021, the Delivery Authority did not meet the number of required employees to report but we are voluntarily publishing our pay gap data in the reporting period of March 2022 in line with our commitments to open and transparent operation and commitments to Equality, Diversity and Inclusion.

Recognising the stage of maturity and size of our organisation, we have taken a proactive approach in running the gender pay gap report. Active

monitoring of our pay gap will enable us to build credibility in line with our strategic goals and to understand the state of play in the organisation, building a baseline of robust information on which to make decisions. In addition, an early assessment of our pay gap enables us to take remedial action, if necessary, to avoid any pay gap becoming insurmountable before the end of the Programme.

In running this report, we recognise that gender identity is not binary between male and female. Government guidance recommends using HMRC or payroll records to determine gender. We have kept to this guidance to ensure that we do not risk identifying individuals, as per the Data Protection Act. This will be kept under review as the Programme moves forward to ensure that we do not risk pay gaps for people who identify as trans or non-binary.

At the snapshot date, we did not have sufficient diversity data to compile our ethnicity pay gap but are committed to running this for the snapshot date of the 31 March 2022.

Definitions

For the purposes of gender pay reporting, the definition of who counts as an employee is set out in the regulations and follows the definition in the Equality Act 2010. This is known as an ‘extended’ definition which includes:

- employees
(those with a contract of employment)
- workers and agency workers
(those with a contract to do work or provide services)
- some self-employed people
(where they have to personally perform the work).

The median pay gap is the difference between the midpoints in the ranges of hourly earnings of men and women. It takes all salaries in the sample, lines them up in order from lowest to highest, and picks the middle salary.

The mean gender pay gap is the difference between the average hourly rate of pay of women compared with men in a company. This is expressed as a proportion of men’s hourly rate of pay.

Understanding the pay gap

It is important to explain the distinction between equal pay and the gender pay gap as they are often confused. Equal pay means paying a man and a woman the same amount for work that is the same or broadly similar and is covered by separate reviews within HR. Paying our employees fairly and equitably relative to their role, skills, experience, and performance is central to our reward strategy. We review and challenge job evaluation and reward structures on an ongoing basis to ensure that colleagues are paid fairly and so we are confident that our gender pay gap does not reflect an equal pay disparity.

The mean gender pay gap measures the difference between the average male pay and the average female pay. By way of an example, if the average male pay is £50 per hour and the average female pay is £25 per hour this would indicate a gender pay gap of 50%. As senior roles pay more than junior roles, the fewer women who hold senior roles in a company, the greater the average gender pay gap.

What does a pay gap report cover?

Reporting on gender pay gap includes the following measures:

- the mean and median gender gaps in hourly pay
- the mean and median gender gaps in bonus pay
- the proportion of men and women who received bonuses
- the proportion of men and women employees in each pay quartile.

At the time of this report, bonus payments are not applicable and therefore there is no provision for them in the key figures section.

Data is captured in line with Government instructions and has been calculated after salary sacrifice. As part of our assessment into our figures, we have investigated pre and post salary sacrifice, further information is detailed in Section 5.

Key Figures

Gender distribution in the Delivery Authority



Delivery Authority Colleagues	
Total colleagues	79
Male	28
Female	44
Excluded colleagues (NEDs)	7
Total for reporting	72

At the snapshot date, the female representation in the Delivery Authority was 61% and 39% male.

The way in which gender pay gap reporting is calculated provides a list of 'relevant employees'. As verified by ACAS, the non-executive directors (NEDs) do not count as relevant employees and have not been included in the pay gap calculations.

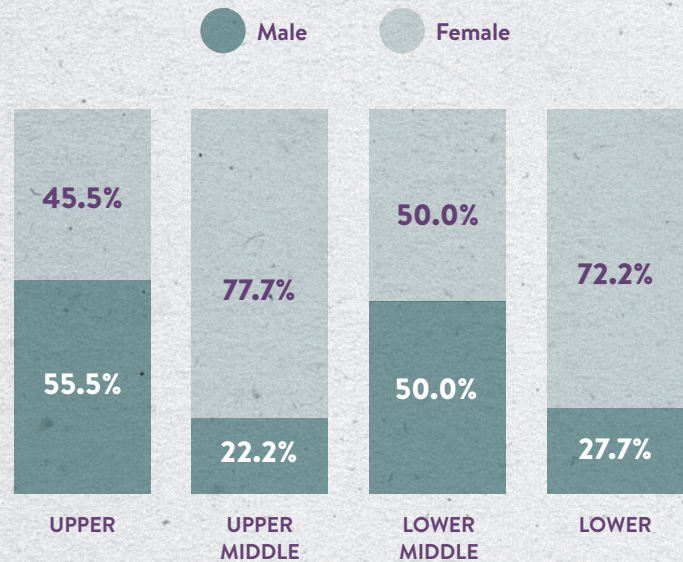
Hourly pay gap

The figures outlined show a significant difference between the mean and the median pay gaps. The driver for this difference indicates the mean is altered by outliers – a few individuals at the top of the range. When looking in to the pre- and post-salary sacrifice figures, we also see that many more women in the top quartiles maximising their pension contribution compared to men which alters the average hourly pay.

	Mean	Median
Male	£40.57	£25.45
Female	£30.08	£23.03
Difference	£10.49	£2.42
% Difference	25.86%	9.50%

Quartiles

The graph shows the proportion of male and female colleagues in each quartile banding. The representation of women in each of these quartiles supports the lower median pay gap listed in the section before. As we moved forward in the Programme, our recruitment pipeline showed growth in mid-level (Level 3) roles, and we ensured a continued focus in efforts to ensure that our recruitment process was as inclusive as possible, as outlined in Section 9.



Comparators

A useful exercise to understand our performance is to review our data alongside external benchmarks. The figures in the table below indicate that we are progressing well with our recruitment approach as demonstrated by our low median pay gap. We are mindful that recruitment in sectors which

traditionally have lower female representation and where diverse talent pools are smaller has the potential to change our data quickly and it remains important to us to keep our focus in reviewing these numbers and informing actions accordingly.

Organisation/Sector	Mean	Median
HS2	23%	25%
Tideway	Not published in annual report	32.87%
Crossrail	28.5%	34.2%
National Average	15.4%	Not published by ONS
Civil Service Average	7.8%	8.1%

Supply Chain

The R&R Programme has a strong emphasis on Values and Behaviours and acting with integrity. It is therefore important to us to work with partners that share these values and approach to work. The Delivery Authority's supply chain who have qualified to submit a report, or have voluntarily done, so are included below for the private sector snapshot date of 5 April 2020.

Supplier	Mean	Median
BDP	24%	23.2%
Jacobs	24.7%	25.7%

Actions taken by the Delivery Authority

This section highlights the actions we have taken to date to focus on making the Delivery Authority an attractive employer for everyone.



Inclusive Recruitment

- We worked with Saxton Bampfylde for our Executive and Non-Executive Director appointments and ensured that EDI was a focus within the candidate brochure via imagery, gender neutral language, that advertising routes were diverse and inclusive and reviewed EDI data on a regular basis throughout the recruitment process.
- Embedded data collection in the Applicant Tracking System (ATS) and monitored this in job opportunity diversity reporting.
- We added an EDI section to the R&R website to demonstrate our Programme commitments.
- We have regularly promoted role models from the Programme on our social media channels to generate interest in working on R&R.
- Job descriptions were audited for their impacts in EDI. As a result, we revised our job description template and guidance.



Training

- Over 300 colleagues completed Conscious Inclusion training that specifically covered the impacts of bias in recruitment.
- We updated our induction to include information on Executive Sponsors, EDI goals, behaviours and an introduction on how to challenge bullying and harassment.



Benefits

- All Delivery Authority employment benefits were reviewed for potential impact in EDI such as parental leave. We took further steps to influence positive changes to include five days leave for victims of domestic violence and abuse which is an area that will disproportionately affect women.



Systems and Processes

- We have set up our HR metrics dashboard to enable robust data driven decision-making.
- We published our first EDI Annual Report detailing our internal benchmarking data and providing transparency in our performance.



Inclusive Culture

- Gender neutral language is a requirement in the documentation we produce on the Programme.
- Hosting events linked to key EDI calendar dates such as International Women's Day.
- Focused on supporting colleagues experiencing symptoms of menopause. Our support included a Knowledge Bite session on best practice from Network Rail, updating our workplace adjustments policy to include menopause and appointing dedicated Positive Mental Health Ambassadors.
- Providing gender inclusive Personal Protective Equipment (PPE) for our survey works.



Listening, Learning and Responding

- Appointed Matt White, Programme Delivery Director, as the Executive Sponsor for Gender Equality.
- We ran a gender equality focus group enabling colleagues to speak about their experiences, best practice they have seen and opportunities for the Programme.

What is next?



As part of the Delivery Authority's next steps we continue to monitor our pay gap. We work collaboratively on initiatives that are already making a difference through:

- offering inclusive and flexible employment opportunities and benefits
- providing workplace adjustments to support colleagues to be themselves and achieve their best
- ensuring the way, we attract and recruit talent and provide development opportunities minimises bias and is as inclusive as possible
- monitoring pay to identify any pay differences and taking action to ensure our processes are fair and transparent
- proactively measuring our diversity data against our benchmark data which helps us identify any potential disproportionate impacts of our actions
- reviewing how we can improve how we work could have an impact on pay differences
- conducting equality analyses to ensure we understand any potential impact and can take action before decisions are taken or policies and processes are implemented
- exploring and understanding associated factors and root causes that overlay and underpin the pay gap that includes looking at intersectional issues across a range of different diversity characteristics.

We are currently developing a gender equality action plan that captures our key focus areas.

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