



Gender Pay Gap

Data provided to 5th April 2020 - reported March 2021

Group Chief Executive and Group People Director - Foreword

We have implemented organisational changes during 2019/2020 and this has affected which businesses we report Gender Pay Gap data. We no longer submit data for Geoffrey Osborne Limited as the number of employees has fallen significantly lower than the specified headcount criteria. We are reporting Osborne Infrastructure Limited data for the first time and Osborne Property Services Limited data continues to be reported.

It is disappointing that, the number of female colleagues has fallen in total across our Group of businesses, we do however remain positive that our proportion of female colleagues (24%) remains over double that of the general construction Industry (11%). We also remain encouraged by the positive year on year improvements to our group wide Mean (19.9% from 20.8%) and Median (22.4% from 24.3%) pay gap data.

For the purpose of this report the Gender Pay Gap is calculated using the approach required by regulations, which compares the pay of males and females. We can confirm that the data in this report is accurate and meets Government regulations. We also recognise there is still a lot to do to make the construction industry the safe and rewarding workplace for everyone and we are taking further steps to achieve this.

Since the reporting snapshot date of 5th April 2020, we have all learnt a great deal during the Covid pandemic, adapting quickly to working safely with new enforced working practices and rules on our sites, in our offices and remotely at home. Many of our people have reported a better work life balance, had to commute less, experienced increased flexibility and become more efficient.

We are determined not to lose this learning. Consequently, we are revisiting our working practices, our "Rethinking Work" project team are researching and developing how we want to work in the future on our sites and in our offices. We anticipate the outcome will be the introduction of working practices that balance workplace capacity, business priorities and personal needs.



We anticipate the outcomes will afford greater flexibility and further help those who care for relatives and dependants and provide greater career opportunities for all.

A handwritten signature in black ink that reads "Andy Steele". The signature is written in a cursive, slightly slanted style.

Andy Steele

A handwritten signature in black ink that reads "Sarah Taylor". The signature is written in a cursive, slightly slanted style.

Sarah Taylor



What is the Gender Pay Gap?

A Gender Pay Gap is a measure of the difference in the average pay of men and women – regardless of the nature of their work – across the same organisation, business sector, industry or the economy as a whole. It can be driven by the different number of men and women across all roles.

It is important to note that it is different from an equal pay comparison, which is direct comparison of two people or groups of people carrying out the same, similar or equivalent work.

One of the main reasons for the Gender Pay Gap in our society is that men are more likely to be in senior roles. This is a particular issue in the construction and engineering industries which have traditionally been a male dominated environment.

How are the Median and Mean Gaps Calculated?

We use pay data from all our employees and apply the calculations set out in the Gender Pay Gap reporting regulations.

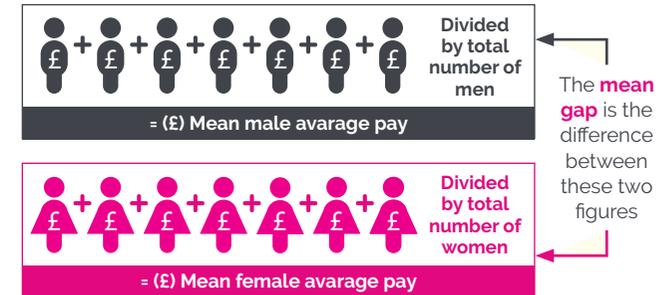
The pay data covers all roles and a wide variety of pay rates. To calculate the **median** Gender Pay Gap, first we separate male and female employees and look at the salary of each person. If there were 999 male employees the median male salary would be the salary of the 500th highest paid male employee. The median female salary would be calculated in a similar way. So, if there were 499 female employees the median would be the salary of the 250th highest paid female.

The **median** Gender Pay Gap is the difference in pay between the 'median' female employee and the 'median' male employee.



Pay quartiles: ■ Lower ■ Lower middle ■ Upper middle ■ Upper

The **mean** Gender Pay Gap shows the difference in average hourly pay between men and women. These median and mean calculations are also used to compare bonus pay over a twelve month period. We also report the proportion of men and women awarded any bonus pay over that period.



Pay Quartiles

The report shows the percentage of men and women in each pay quartile. Quartiles are calculated by listing the rates of pay for each employee from lowest to highest. The list is split into four equal-sized groups and the percentage of males and females in each group is reported.

Pay That is Included

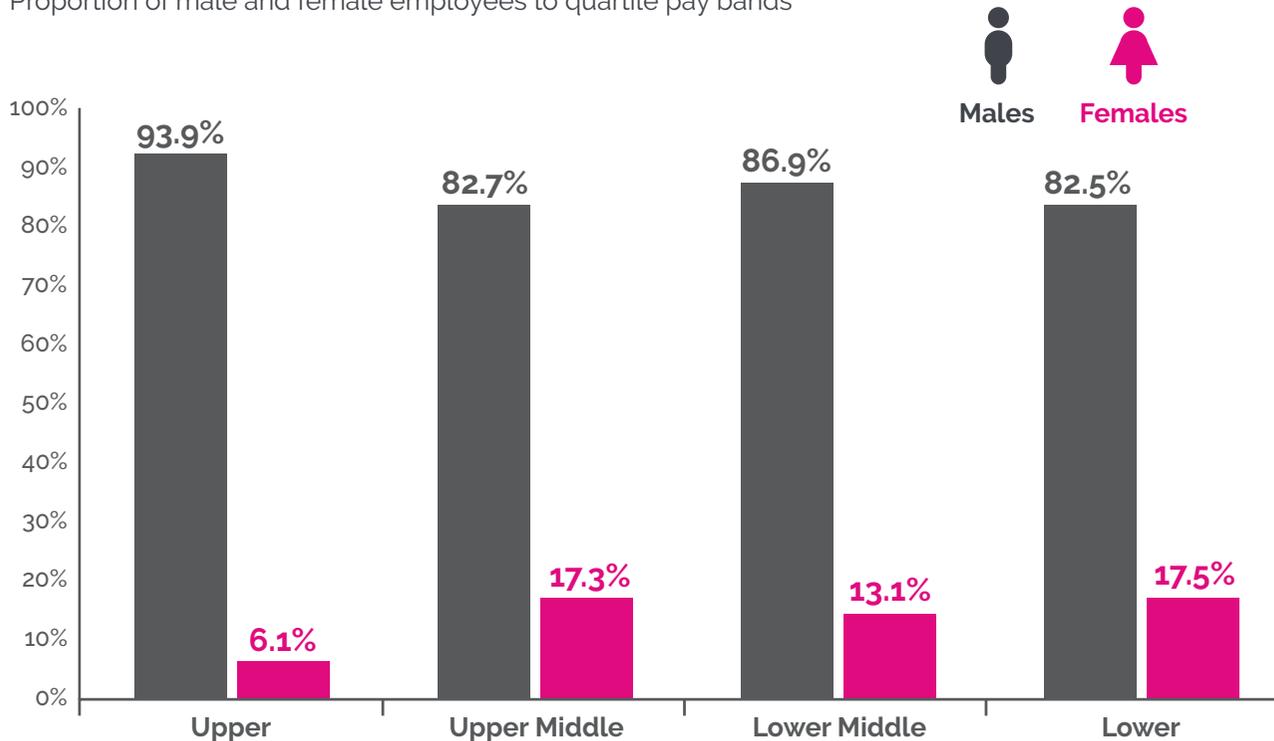
Calculations are based on data from 5th April 2020, which includes normal pay and bonuses. Normal pay can include pay for leave and shift premiums. It excludes overtime, redundancy/termination of employment, pay in lieu of leave or the value of non-monetary benefits. Bonus pay includes profit sharing, productivity or performance related pay.

At a glance. Our Results. Osborne Infrastructure Limited OIL

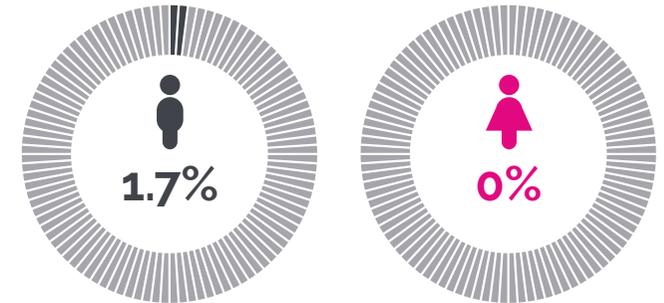
These are the published results provided to the Government portal for Osborne Infrastructure Limited. Following organisational changes, this is the first year of reporting.

Pay Quartiles

Proportion of male and female employees to quartile pay bands



Proportion who received bonus



Pay Gap – Hourly Rate



Bonus Pay Gap

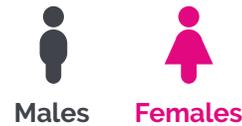
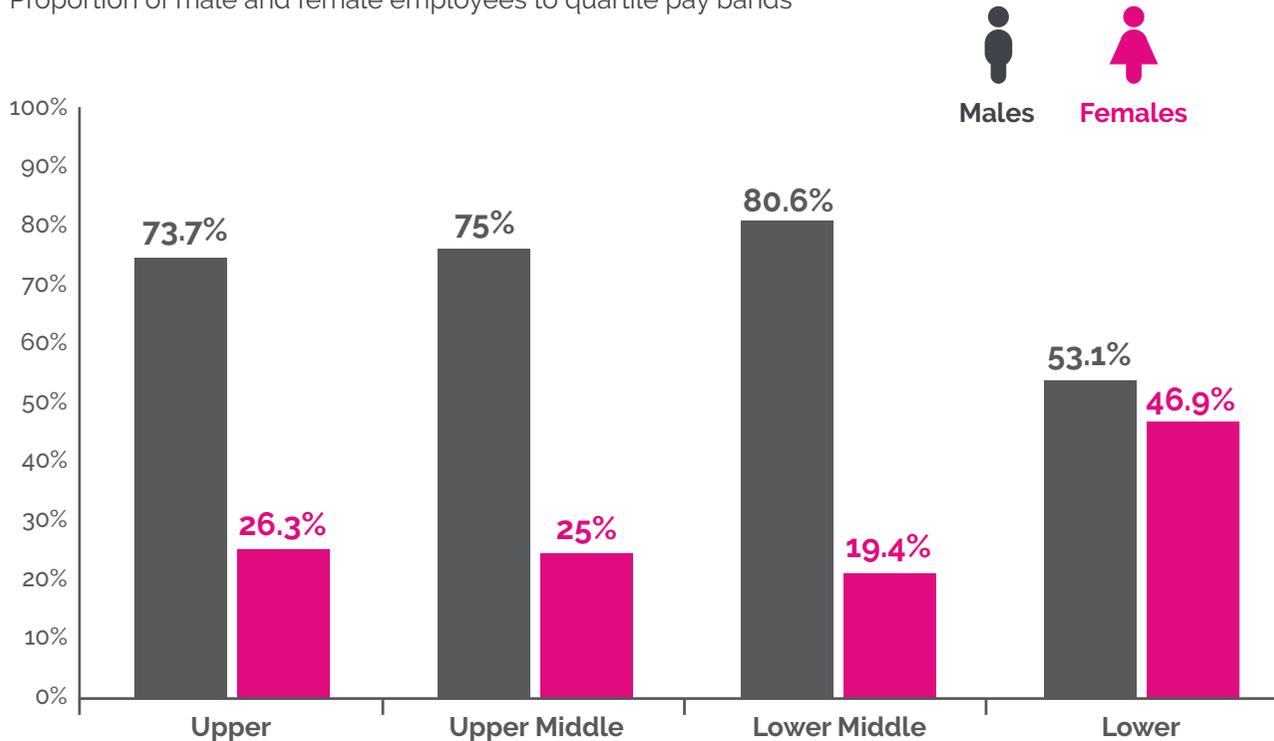


At a glance, Our Results. Osborne Property Services Limited OP&S

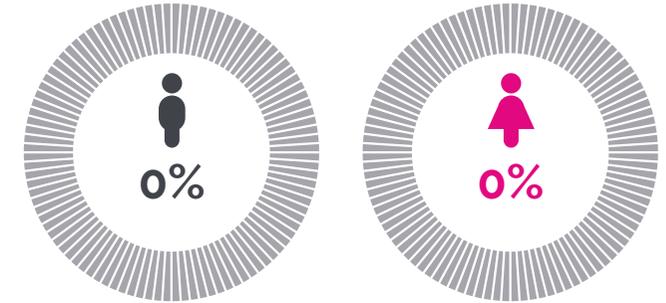
These are published results provided to the Government portal for the Osborne Property Services business.

Pay Quartiles

Proportion of male and female employees to quartile pay bands



Proportion who received bonus



Pay Gap – Hourly Rate



Bonus Pay Gap





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