

A photograph of three people in a meeting. A man with glasses and a beard, wearing a grey blazer, is seated on the left, looking towards the center. A woman with her hair in a ponytail, wearing a light-colored blouse, is seated in the middle, looking down at a document on the table. Another woman with long dark hair, wearing a white sleeveless top, is seated on the right, also looking at the document. They are all holding pens. The background is a light-colored wall with a wooden panel on the left. The image has a semi-transparent dark overlay.

STYLES & WOOD

INTEGRATED PROPERTY SERVICES

GENDER PAY REPORT

INTRODUCTION

Styles&Wood Ltd is a leading property services provider. With 328 UK employees, across 3 regional centres, Manchester, Nottingham and London, we are committed to ensuring Styles&Wood Ltd is a place for all, by celebrating and supporting diversity and inclusion. We are keen to ensure that all of our opportunities for employment, progression, and career development are fair and this is reflected in all of our policies and procedures.

Like any business operating in the traditionally male-dominated construction industry, we face the challenge of increasing the representation of women in senior roles within our company. This is an area in which we're already making good progress and in this document you'll see our action plan for how we plan to close our gender pay gap.



GENDER PAY REPORTING REQUIREMENTS

As of April 2017, all UK organisations which employ over 250 employees are required to report annually on their gender pay gap* and Styles&Wood Ltd has published the following data on the required six metrics;

- The difference between the mean hourly rate of pay of relevant male full-pay employees and that of relevant female full pay employees ('the mean gender pay gap')
- The difference between the median hourly rate of pay of relevant male full-pay employees and that of relevant female full pay employees ('the median gender pay gap')
- The difference between the mean bonus pay paid to relevant male employees and that of relevant female employees ('the mean gender bonus gap')
- The difference between the median bonus pay paid to relevant male employees and that of relevant female employees ('the median gender bonus gap')
- The proportions of relevant male and female employees paid bonus pay ('the proportions of men and women getting a bonus')
- The proportions of relevant male and female employees in the lower, lower middle, upper middle and upper quartile pay band ('the proportion of men and women in each of four pay quartiles')

*The gender pay gap is different from equal pay. Equal pay relates to men and women being paid the same amount for the same role, and is a legal requirement.

GENDER PAY

The figures in this report are based on the following numbers of employees;

MALE	FEMALE	TOTAL
233	95	328
71%	29%	100%

Pay difference between women and men:

	MEAN	MEDIAN
Hourly Pay	24%	29%

GENDER PAY

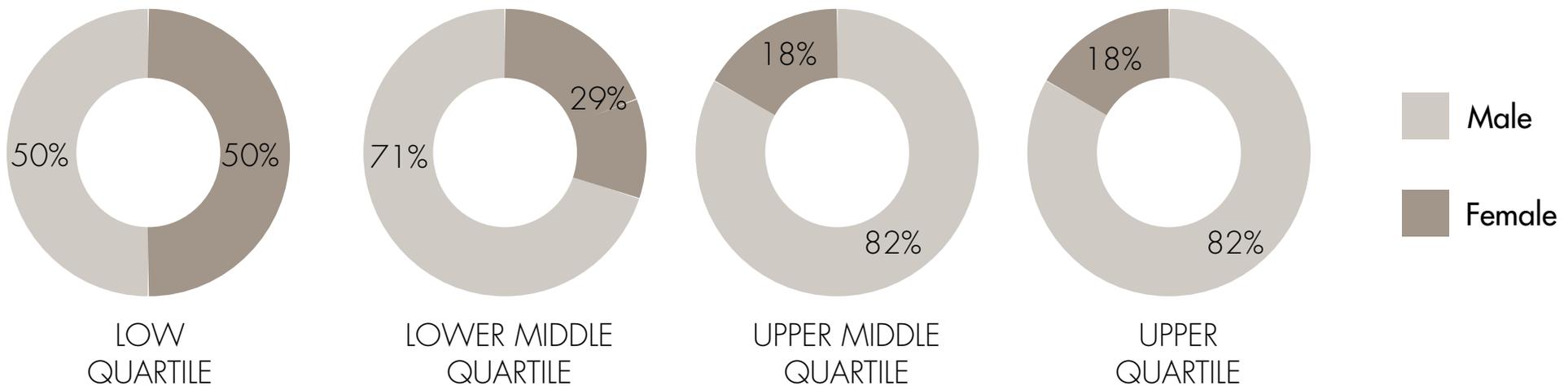
Bonus difference between women and men:

	MEAN	MEDIAN
Bonus	68%	78%

Proportion of male and female employees receiving a bonus payment:



Pay Quartiles



INFLUENCING THE GENDER PAY GAP

Styles&Wood Ltd operates in the construction industry, which has traditionally been male dominated. As of March 2017, 13% of the industry's workforce was female.* Female representation in our workforce is comparatively favourable at 29%, although we recognise the need to increase this proportion, and are working to do so with female-focussed apprenticeship and training schemes. We have seen success with this approach and female representation has increased from 18% in 2015.

The above data indicates our gender pay gap, not equal pay. A significant driver to our gender pay gap is the representation of women in senior roles within our business. We are committed to providing a variety of training schemes and progression opportunities to ensure

that our future gender pay gap aligns with the success we've had in increasing our gender representation. In conjunction with a local school we undertake the SHE girls club whose aim is to support and develop confidence in girls aged 13 up to 16 and make them aware of the possibilities of a career in property services. We ensure apprenticeships and graduate opportunities are actively promoted to women through our school and university networks.

We have introduced flexible working for all staff including compressed hours, home working and flexible start and finish times, allowing both men and women in our organisation to work around family commitments and ensuring that we can hire based on talent rather than peoples' ability to work to a rigid working schedule. Skype for Business has also been rolled out across the business and a Techsave scheme is

available to support employees purchasing IT equipment.

We are pleased that the proportion of females in our upper quartile is the same as the upper middle as we have been focussed on attracting females to senior roles in our business which is having a positive impact. We aspire for this to increase to 30% by 2020.

Bonus schemes are available to Senior Managers relating to Business Unit performance and Project based staff relating to the outcome of specific projects. In these senior roles, bonuses are a larger part of remuneration.

*Construction News - <https://www.constructionnews.co.uk/data/industry-barometer/women-in-construction-what-do-the-numbers-say/10017870>.article 07/03/2017

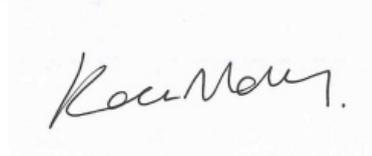
PAY SYSTEMS

We have a robust grading system that is applied across the organisation and ensure that this is used to set fair levels of pay for all employees regardless of gender.

We acknowledge the gap and, through the leadership team's continued emphasis on equal pay at the compensation review, we will continue to analyse pay and bonus outcomes to ensure that pay decisions are fair.

I confirm that this statement is true to the best of my knowledge and belief

Signed:



**Karen Morley, HR Director.
Styles&Wood Ltd**

