

Gender pay gap **report 2020**

Introduction

We are committed to developing a diverse and inclusive workforce and ensuring Highways England is a great place to work.

We want to make sure our workforce reflects the communities we work in by attracting, developing and retaining diverse talent both now and in the future. This will enable us to build an inclusive culture where our people can reach their full potential and be themselves, regardless of their gender, age, race, disability, sexual orientation or social background.

Both our mean gender pay gap and our median gender pay gap continue to compare well to the public sector benchmark and the national private sector benchmark.

In the last year, we have taken positive steps to encourage gender balance across the organisation.

Our mean gender pay gap is 5.8% (2019: 5.9%) and our median gender pay gap is 2.5% (2019: 2.2%). Both compare very favourably to the public sector and private sector benchmarks.

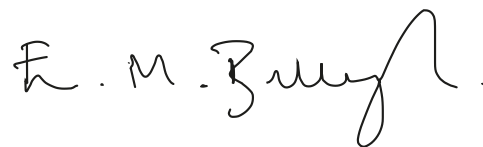
Our median bonus pay gap is -7.7% in favour of female employees. This has swung further towards females since 2019 (-3.4%).

In addition, we have seen an increase in female employees recommending Highways England as a place to work.

We continue to take action, not only with the aim of having a positive impact on our gender pay gap, but also to build a diverse and inclusive culture. However, we know we still have work to do and we have detailed what we will be doing over the coming year in this report.

By understanding where we can make a difference, and with the right initiatives in place, we can continue to focus on our pay gap and make positive changes to support our people.

I, Elaine Billington, Human Resources and Organisational Development Director, confirm that information in the report is correct.



E. M. Billington.



Pay gap

At Highways England our mean (average) pay gap is 5.8%

Our median (middle) pay gap is 2.5%

Pay quartiles

Proportion of males and females in each pay quartile

Fourth (upper) quartile



Third quartile



Second quartile



First (lower) quartile



Bonus pay gap

At Highways England our mean (average) bonus pay gap is 11.2%

Our median (middle) bonus pay gap is -7.7%

Gender pay

Highways England's gender pay gap in comparison to public sector

Mean (average) pay gap

5.8%

Highways England

11.4%

Public sector

14.3%

Private sector

Median (middle) pay gap

2.5%

Highways England

11.2%

Public sector

14.1%

Private sector

The proportion of female and male employees receiving bonus payments

77.5%



74.3%



Public and private sector data sourced from ONS National Survey of Hours and Earnings.

Our achievements over the past year

By incorporating equality, inclusion and diversity into how we work every day, we can provide an inclusive working environment which enables all our employees to thrive.

Award-winning returners programme



We are proud to have won an Employers Network for Equality & Inclusion (ENEI) award in recognition of our returners programme, which specifically focuses on encouraging women back into the workplace following a career break. 92% of those who have participated have remained in the business after the six-month programme.

Our employee networks

We have an established group of employee networks, each led by an executive sponsor, that

represent employees across Highways England. Their goal is to help champion equality, diversity and inclusion across the business. The networks are very proactive and organise a calendar of events, including celebrating key days such as International Women's Day and National Inclusion Week. We also actively engage with our networks to gain insight and discussion to help inform company policies and processes. Our Leading Women Network has established a female mentoring programme and now has around 30 mentors and mentees working together across the organisation.

In the last year we have established three new employee networks and relaunched an existing

network. Our employee disability network Access for All relaunched in December as part of International Day for people with a disability. Our BAME (Black Asian and Minority Ethnic) network launched to celebrate Windrush Day and our Carers Network also launched as part of Carer's Week. Our part-time working yammer group established itself through collaborating with a Leading Women event in the summer.

“Our employee networks are transforming the culture within our organisation by starting important conversations about diversity and inclusion and helping to challenge perceptions. By raising the visibility of diverse role models - and celebrating the broad spectrum of lived-experiences, skills and attributes that exist within our talent pool - we're helping all of our people bring their best selves into the workplace”.



Melanie Clarke, Customer Service Director, Operations and Chair of the Leading Women Network

As part of our drive to respect each other in the workplace we have developed two new policies in the last year to support specific employee groups.

Clear Assured Silver Standard



We have achieved the Clear Assured Silver Standard as part of our pledge to ensure equality and transparency across our recruitment practices. This standard reflects our commitment to create an inclusive experience for all colleagues.

Policy creation and support

We launched a menopause policy to ensure we have effective guidance for female colleagues, as well as giving managers advice to enable them to support team members. In addition, we have developed a gender identity / transgender policy.

This guidance was created in collaboration with HR, trans colleagues from our supply chain and, most importantly, our own trans colleagues from the LGBT+ Network to raise awareness of gender identity.

Supply chain equality, diversity and inclusion

We are working directly with our supply chain, including through our Supplier Diversity Forum, to create a more inclusive and diverse industry. We have undertaken research to understand the current position on equality, diversity and inclusion, and we are now using this insight to drive change. Our Supplier Diversity Forum hosted an event where 57 companies shared good practice and confirmed

our joint commitment to improve. Through this work, we increased our reach into our supply chain. In June 2019, to help share inclusive recruitment approaches, our supply chain delivered a webinar with the Infrastructure Clients Group, covering all key clients across the infrastructure sector. In November 2019, they also ran a masterclass attended by 40 suppliers.

Growing STEM skills

Attracting new talent to the business, engaging young people with science, technology and engineering, as well as our graduate and apprentice programmes, is a theme within our people strategy. To support this, we are involved in engagement outreach programmes with local schools to promote our sector and the diverse nature of the opportunities we offer. Specifically focusing on supporting schools to help unlock social mobility and where there are a high number of pupils from a BAME background.

In addition, at the flagship Highways UK industry event we inspired future generations by inviting West Midlands schools to experience first-hand what goes on behind the scenes. Organising 'discovery trails' around the stands to spark thinking and talking about the innovation and technologies on show.

Our focus for the next year

We are also working on several initiatives which will continue to support our inclusion and diversity activity. This includes:

- Developing our new equality objectives to support the delivery of our second road investment period. This will embed the principles of equality, diversity and inclusion into all areas of our business, driving real changes in how we work with our customers and communities, our supply chain and our employees
- Launching a Respect at Work campaign which includes a new respect at work policy, introducing mandatory colleague equality, diversity and inclusion e-learning, and updating our Reasonable Adjustments policy
- Beginning our “Be counted, be heard” campaign to encourage people to share their diversity information to enable us to make evidence-based decisions on our equality, diversity and inclusion plans and initiatives
- Continue to work with the strategic apprenticeship task force, led by Department of Transport to deliver on the commitments in the Transport Infrastructure Skills Strategy
- Signing the Race at Work Charter, amplifying our commitment to improving race equality in the workplace
- Joining Stonewall’s diversity champions programme to commit to creating a workplace where all LGBT+ employees are accepted without exception and can bring their whole self to work
- Re-signing the Armed Forces Covenant
- Signing the Buildforce Charter to connect service leavers with opportunities in the construction industry

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