

# Workplace Gender Equality Agency (WGEA) 2022-23 Statement

SHAPE is committed to fostering an inclusive and equitable workplace where all employees are recognised, rewarded, and motivated based on their skills, performance, and contributions. Data collected as part of the Workplace Gender Equality Agency (WGEA) annual reporting process, provides useful information to support gender equality.

This information relates to the WGEA 2022-23 reporting period (1 April 2022 – 31 March 2023).

## Gender Pay Gap (GPG)

The gender pay gap is the difference in average earnings between women and men in the workforce. It is different from an equal pay comparison, which involves directly comparing two groups performing the same, similar or equivalent work.

SHAPE's average total remuneration GPG for 2023 is 25.6%, closely aligning with the construction industry average of 25.3%.

SHAPE's median total remuneration GPG is 28.4%, which is slightly higher than the construction industry average. Females represent 42% of people below the median, and only 15% above it, contributing to the wide gap.

## Analysis of GPG

At the time of reporting, SHAPE's workforce composition was a 29:71 female-to-male ratio, surpassing the industry average by 11%.

Females hold 32% of non-management roles, but only 8% of management roles.

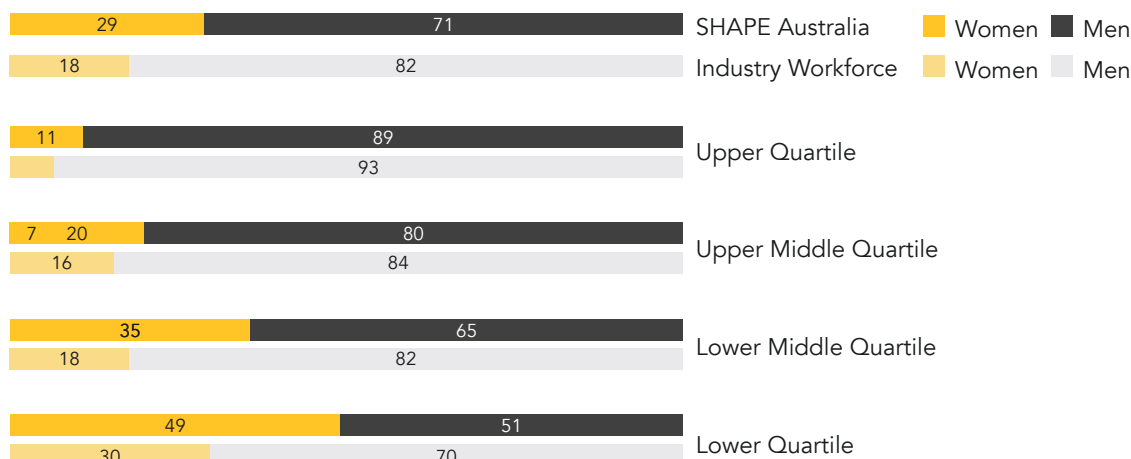
SHAPE has a promote-from-within philosophy where concentration of new hires are made in entry level roles and developed and promoted throughout the organisation. This strategy has been in place since 2016 and has resulted in females in production roles increasing from 17% to 28%.

While we give time for our entry level hires to develop and progress, the concentration of females remained in lower-paid roles during the reporting period. This, coupled with a higher balance of males in specialist or more senior, higher-paid positions, has contributed to our gender pay gap.

We anticipate a continued reduction in the gender pay gap as we persist in our efforts to foster development, promotion, and retention of females into more senior roles throughout the organisation.

Societal trends also have an impact on the gender pay gap, such as a higher proportion of females in administrative and part-time roles.

## Gender Composition by Pay Quartile



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## Closing The Gap

SHAPE has a Diversity Action Plan, aimed at fostering an inclusive culture, promoting equal opportunities, and increasing female participation, which is tied to senior management KPIs. Equal remuneration is a key component of this plan. Each quarter, remuneration is analysed across all roles at SHAPE with more than five people in the same role, allowing for a like-for-like comparison. Analysis of like-for-like roles during the reporting period reveals a gender pay gap ranging from -3.9% to 7.3% across our primary production roles. When scrutinised at the individual level, the gap is related to the factors of experience, time in role, skillset, and performance.

Key elements of our Diversity Action Plan include:

- **Cultivating an Inclusive Culture:** Our commitment to fostering an inclusive culture, one that values and respects every individual, remains our top priority.
- **Senior Leadership Gender Advocacy:** We have a gender advocacy program designed around senior leadership members advocating for the development and advancement of women in production roles.
- **Diversity, Equity and Inclusion (DEI) Training for People Managers:** We deliver DEI training to all newly promoted People Managers, covering crucial topics such as unconscious bias, team inclusivity, and mental well-being support.
- **Diverse Recruitment Strategies:** We have a strategic focus on recruiting women into underrepresented areas like Site Management and Leadership roles. We also regularly review our recruitment practices to mitigate bias.
- **Parental Leave Support:** We provide primary carers with a Parental Leave Toolkit and establish a personalised Return-to-Work plan, establishing a clear pathway for their seamless return.
- **Personalised Employee Development:** We provide every employee with a personalised flexibility and career development plan, identifying and supporting individual aspirations, barriers, and development needs.
- **Proactive Workforce Composition Review:** We actively review our gender workforce composition statistics to identify opportunities for recruitment and promotion, ensuring a balanced and inclusive representation.
- **Transparent Pay Analysis:** Employees can access the salary band for their role and are provided with transparency about where they sit in the band and why. The organisation continuously monitors annual pay analysis across comparable roles to eliminate bias and maintain a transparent compensation process.

## Conclusion and Next Steps

SHAPE acknowledges the importance of addressing gender pay gaps and is committed to the continuation of the achievement of our FY24 diversity objectives, which include the following:

1. Maintain females in Board roles at 25% or above, Senior Leadership Team roles at 11% or above, and 28% overall.
2. Conduct quarterly remuneration reviews to ensure that compensation aligns with individuals' competence, experience, behaviours and performance ratings.
3. Maintain the level of female participation in leadership and development programs at no less than 25% of all participants. Assign a leadership sponsor to females identified for the program.
4. Review succession plans to ensure a target of 25% female are identified for future leadership development opportunities.
5. Identify any potential barriers to equal employment opportunities. Develop strategies to rectify any issues identified.