

ROBERTSON FACILITIES MANAGEMENT LIMITED

GENDER PAY GAP REPORT 2022

About Robertson Facilities Management

Robertson Facilities Management (RFM) is part of the wider Robertson Group and has been delivering total FM (hard and soft) services to public and private sector customers since its establishment in 1998.

Our teams of multi-skilled engineers have vast experience in delivering safe and efficient maintenance solutions. When planning and delivering Hard FM, our focus is on providing a high-quality, best value service for our clients and building users. In addition, we also provide a full range of soft services which can be adapted to meet our customers' needs and provide a safe, clean

environment to work in or visit. We help maximise the availability of workspace whilst also protecting our customers assets and take pride in delivering our services to the highest standards and in line with industry best practice.

RFM have more than 1,400 dedicated staff with offices based throughout the British Isles. We operate an integrated quality, health and safety and environmental (SHEQ) assurance system, based upon a cycle of continuous improvement. We have external third-party certification to ISO 9001, 14001, 18001, 45001 and 50001 standards.



At a glance:

£ REVENUE **£117,663m**

(JUNE 2022)

PEOPLE **1530**

(APRIL 2022)

WOMEN **895**

MEN **635**

(APRIL 2022)



Introduction

The *Robertson Way* reflects how our strong principles have helped us grow into the thriving, modern organisation that we are today. It encompasses our defined organisational purpose, vision and five principles that act as our shared values.

We continue to put steps in place to close our gender pay gap and are proud to continue to offer a wide range of flexible shifts that support a uniquely diverse workforce. Our gender balance within RFM is 58% women to 42% men, however, we know that we have some work to do to see more of our women reach senior roles.

In response to our challenge, we are proud to have strengthened our early careers offer within RFM, seeing a wider array of apprenticeships and a new graduate scheme which brought in rich diversity of talent from our communities and importantly provides opportunity for both genders in a range of roles which will start to tackle some of the gender stereotypes within the FM sector.

Looking back at our other achievements in 2022, we were delighted to complete our first internal talent development program, Robertson Futures which has seen individuals from across our business enter a 6-9-month initiative designed to develop their skills and network by working on two live business projects. We have rolled out nine

box capability assessment and succession planning across our management and leadership populations to understand the makeup of our teams and how we best support personal development and growth. Furthermore, Robertson have implemented a flexible working policy and embraced flexibility in the workplace. RFM continue to offer a vast array of part time roles which suit the needs of those in our communities.

In 2023, we have already started our leadership development journey and will continue to support strengthening our teams over the coming period. We will be widening our intake for graduates and will also be launching our internship program, advertising new trainee opportunities as well as secondment opportunities. By improving opportunities at all levels, we are confident that we will attract a diverse range of people into our roles and lay a foundation for talented individuals to develop and grow their careers over time.

Managing Director
Robertson Facilities Management

Reminder on legislative requirements:

Gender Pay Gap (GPG) reporting became a legal requirement for all UK employers with over 250 employees in April 2017. The gender pay gap is the difference between the average (mean or median) earnings of men and women across a workforce, irrespective of their role or seniority.

The GPG compares men and women's average hourly pay across the whole RFM business. The legislation requires a calculation of the mean (average) and median (mid-point) hourly rate based on pay data at 5th April 2022 for each gender. The mean and median bonus pay gap in a 12-month period is also calculated, along with the proportion of men and women receiving a bonus.

Percentage quartiles are then calculated by sorting all employees hourly pay in order of largest to smallest and spitting them into four equal groups. The percentage of men and women is then calculated in each of the groups.



Difference between Equal Pay and the Gender Pay Gap

It is important to note that the Gender Pay Gap is not the same as Equal Pay. It is possible to have a Gender Pay Gap and not be in breach of Equal Pay requirements.

The Gender Pay Gap is the difference between the average earnings of men and women across the entire workforce, irrespective of their role or seniority. Equal pay is the obligation as an employer to ensure that men and women receive equal pay for equal work.

What does the data tell us?

Overall, since 2019, our mean pay gap has reduced, however we have seen a rise in the pay gap in the two years since the pandemic. In comparison with last year, our mean pay gap has increased by 3% to 26%. The variations that are seen can be explained by fluctuations in the makeup of our workforce.

We know that the reason for our pay and bonus gap is due to having a larger proportion of women than men in our lower paid positions and more men than women in higher paid roles, which is reflective of the types of roles and the sector in which we operate.

During 2022, RFM brought in two new contracts which were predominantly hard services. The makeup of our workforce changed at the lower job levels, with more men occupying hard services roles. Overall, we had 14% more men in

our workforce at band B in April 2022 than in the previous year. To compound this issue, we also saw a 4% increase in the number of women occupying our grade A roles, (typically cleaning roles) in comparison with the previous year. This increase in the number of skilled men at a higher rate of pay and the increase in women at a lower rate of pay has had the effect of increasing the pay gap this year.

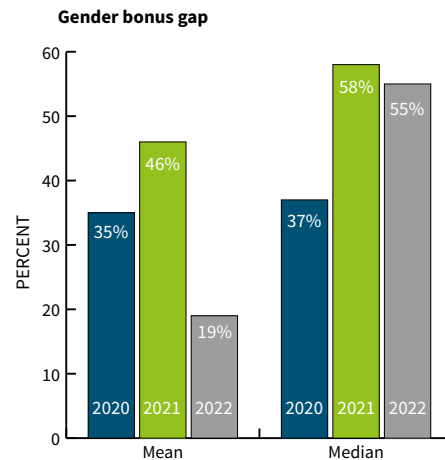
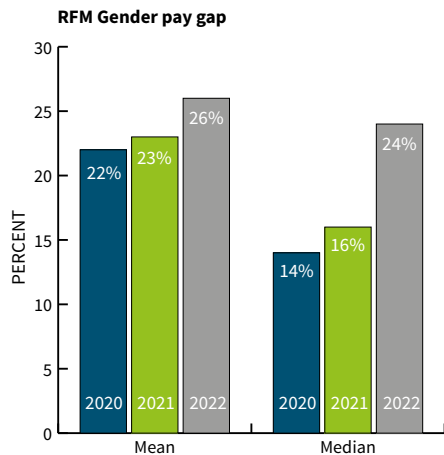
Our mean bonus pay gap has however significantly reduced to 19% in 2022. This is because we have broadened our parameters and implemented scheme rules which sees consistent earning potential based on job grade down to level D. In comparison with 2021, we have included a further 52 employees within the scheme, meaning that this is more accessible to women who are in

higher numbers in the lower job levels.

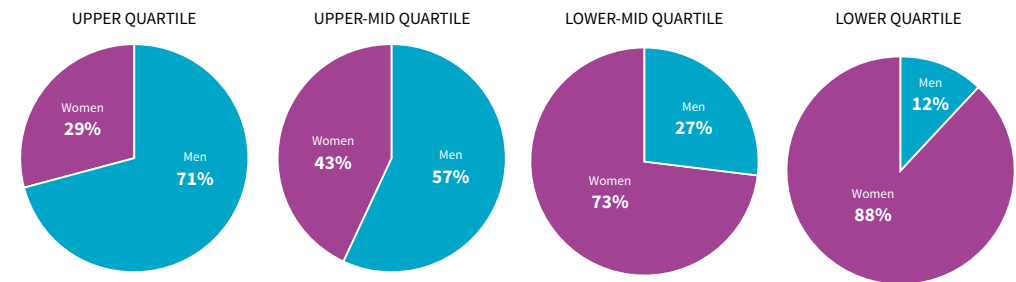
Finally, it was interesting to review our “relevant employee” population. Some 240 employees were excluded from the calculation because they have received less than their usual salary, in most cases because they had exhausted sick pay or dropped on to half pay, potentially because they are now using sick pay to cover any covid related absences, which remained relatively high in the workforce in 2022. 37% of these excluded employees were male and 63% were female and were spread exclusively across our lower job levels A-C. In 2021 and 2020, furloughed employees were excluded altogether from the calculation, therefore it is likely that 2022 has still not returned to what could be deemed a ‘normal’

monitoring period for analysis of the gender pay gap.

Our initiatives to tackle the gender pay gap are designed to make long-term improvements by creating routes for women to reach more senior roles and therefore we know that it is unlikely that significant improvements will be seen in the short-term. We are improving our internal development schemes, introducing graduate programs, internships, broadening our apprenticeships and work placements to encourage women into skilled roles. We have already implemented a comprehensive reward strategy, refreshed our benefits offer and improved our flexible working options to attract and retain women in our business, especially within the higher-grade roles.



Proportion of men and women by pay quartile



Action Plan

The RFM D&I charter summarises the work that we plan to undertake which will help us to close our Gender Pay Gap further and also reflects the positive work that we are undertaking to make our business a more inclusive place to work.

D&I Charter Commitments



Supporting our Communities

- We will actively support schools and colleges in our local communities to promote career paths in the range of roles that we offer
- We will offer support in CV writing for under-represented groups and offer mentoring to support school leavers' in their transition to work
- We will review our diversity monitoring regularly, such as ethnicity and gender information and put in place a plan to increase our numbers of employees in under-represented populations
- We will offer a minimum of five apprenticeships and graduate placements per year to support early career employment within our local communities



Recruitment and selection

- We will roll out unconscious bias training for our management team
- We will explore how our roles are advertised to promote flexible working options
- We will promote employment opportunities through Universal Job Match at Job Centre Plus
- We will offer work experience placements for Young People to support early career development
- We will work with youth employment agencies and other organisations that support employment of disadvantaged groups



Reward and Recognition

- We will ensure that a reward framework is implemented to ensure consistency in our approach to reward at all levels to eliminate bias
- We will celebrate difference and promote inclusivity
- We will actively encourage innovation and feedback from around the business to drive continuous improvement through our People Forums
- We will operate a recognition scheme which recognises and rewards our employees who role model working the Robertson Way principles



Employee Lifecycle

- We will review the performance of our people using nine box methodology and ensure that they have meaningful development plans in place
- We will offer a mentor scheme for high potential employees from diverse backgrounds to support their career development
- We will roll out diversity and inclusion training to all of our employees
- We will actively promote wellbeing by having MHFAs around our business and operate a network to promote positive mental health
- We will initiate a scheme to help people on maternity, adoption or shared parental leave integrate back into the workplace
- We will implement an internal talent development scheme that supports the development of hi-potential talent within the RFM business to be identified and supported