

ROBERTSON FACILITIES MANAGEMENT LIMITED

GENDER PAY GAP REPORT 2021

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 1,200 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 **£94,365m**

(June 2021)



PEOPLE **1251**



WOMEN **736**



MEN **515**

(APRIL 2021)



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 2021 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 4 equal groups. The percentage of men and women is then calculated in each of the groups.

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 have worked hard 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 59% women to 41% 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 implemented a Young Person's charter in early 2021, which began to focus on developing talent and understanding what our employees need to achieve their career aspirations across all service streams within our business.

Looking back at our other achievements in 2021, we were delighted to launch our internal talent development program, Robertson Futures, which has seen 14 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 also increased our number of apprenticeships by a further three and will continue to build on this year on year.

Looking ahead to 2022 and beyond, our plans include strengthening our reward strategy to support gender equality and further shaping our early careers and leadership opportunities, which includes a re-launch of the RFM graduate program and management development. 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



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.

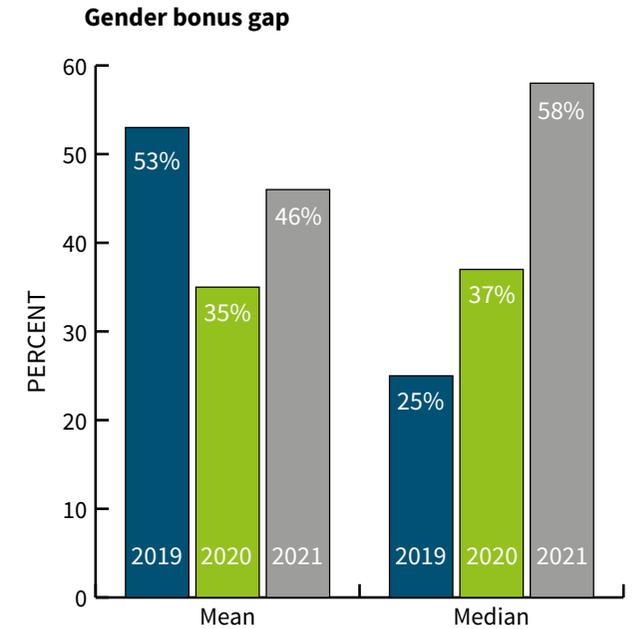
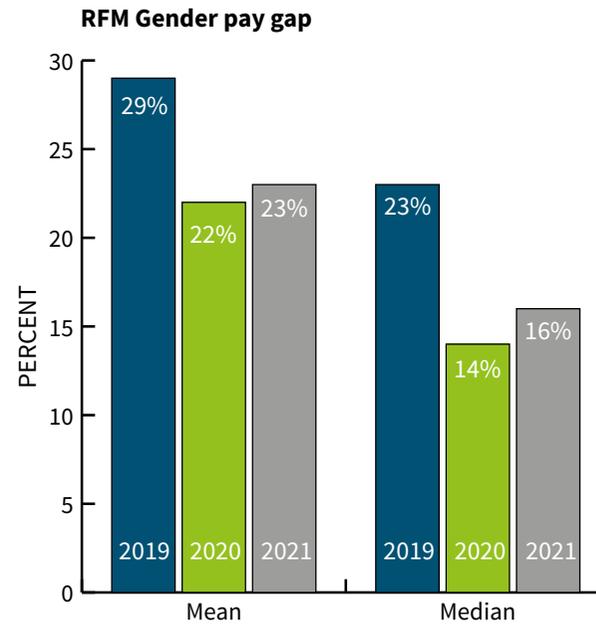
The Gender Pay Gap is the difference between the average earnings of men and women across the entire workforce, irrespective of their role or seniority. Equal pay is the obligation as an employer to ensure that men and women receive equal pay for equal work.

What does the data tell us?

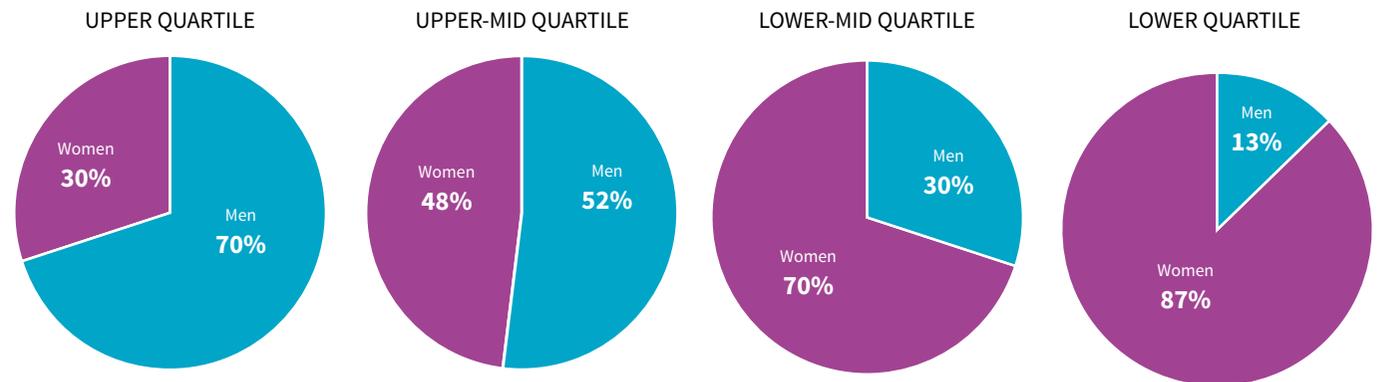
Since 2019, our mean and median pay gap has significantly reduced and remains broadly static with the gap in 2020. The slight variations that are seen can be explained by fluctuations in the makeup of the population of our workforce as it changes over time. Our initiatives to tackle the gender pay gap are designed to make long-term improvements over time by creating routes for women to reach more senior roles and therefore it is unlikely that significant improvements will be seen in the short-term.

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 our senior roles, which is reflective of the sector in which we operate. We hope to improve this over time by implementing internal development schemes and implementing a comprehensive reward strategy to encourage more women into our higher grades.

Unfortunately, in 2021 our gender bonus pay gap has worsened. The reason for this is due to the fact that significantly more bonuses were paid to our lower grade roles for the contribution that they made during the pandemic. As we have proportionately more women in lower grade roles, this year had the impact of increasing our gender bonus gap quite considerably. We expect that in the next reporting year, the bonus pay gap will return to a more normalised position.



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 & 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 & gender information & put in place a plan to increase our numbers of employees in under-represented populations
- We will offer a minimum of 5 apprenticeships per year to support early career employment within our local communities



Recruitment & 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 & 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 key inclusion events together as a business
- We will actively encourage innovation and feedback from around the business to drive continuous improvement through our People Forums
- We will launch 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 9 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 & Inclusion training to all of our employees
- We will champion wellbeing by training a team of Mental Health First Aiders and running a network that promotes positive mental health across our business
- 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 & supported
- We will provide training & appoint FIR (Fairness, Inclusion & Respect) ambassadors around our business.