



*The go-to people
for property
services*



Gender pay gap

REPORT 2022

The go-to people for property services



Ray Jones
Group Managing Director



Introduction

As we emerged from the pandemic we continued to invest into our people through training and development opportunities and the creation of apprenticeships within the communities we work in.

I am pleased to report that we have seen a modest increase in the representation of women among our workforce and a reduction in the gender pay gap. We also increased the representation of women at both senior and board level.

Whilst these small improvements are encouraging there still remains a lot to do. We recognise that we have a high proportion of men working in skilled and higher-paid operational jobs within Liberty, whereas women work predominately in lower paid but valued roles such as administration.

This is not unusual for the construction and maintenance sector, where women account for just over 14% of workers, and we are working in a competitive market where there is a limited number of women available and qualified to work within operational roles.

We will continue to work towards eliminating our gender pay gap and encouraging more women to choose a career in the construction industry.

Gender pay gap report 2022

This report details Liberty's gender pay data and provides context and detail about what the business is doing in order to reduce the gap. The figures set out below have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and refer to 5th of April 2022 snapshot date.



What is gender pay gap?

The gender pay gap is an equality measure that shows the difference in average earnings between women and men. It doesn't show differences in pay for comparable jobs, and it does not mean that women are paid less for carrying out the same or similar jobs, or work that is of equal value.

All colleagues in Liberty are paid equally for the work they do irrespective of their sex or any other protected characteristic.

Gender pay gap is the result of complex cultural, educational and occupational segregation challenges that still prevail in the wider society and the construction industry in general. Liberty is committed to working towards attracting a wide variety of people into a career in construction and achieving a greater gender balance across our workforce.

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WORKFORCE GENDER SPLIT:

 **20.5%** FEMALE 

 **79.5%** MALE



GENDER PAY GAP:

Difference in hourly pay

The **mean** pay gap is the difference between average hourly earning of men and women.

 **18.19%**

The **median** pay gap is the difference between the midpoints in the ranges of hourly earnings of men and women.

 **24.69%**



BONUS PAY:

Who received bonus pay

 **12.22%** MALE  **3.15%** FEMALE

Bonus pay gap (mean): **16.88%**

Bonus pay gap (median): **0%**







PAY QUANTILES 2022

The chart below shows the gender split when we rank the hourly rate of pay from highest to lowest and split the workforce into four equal quartiles.

The representation of women in the top pay quartile has increased in comparison to the previous year.



PAY QUANTILES	 FEMALE	 MALE
TOP QUARTILE	 8.57%	91.43%
UPPER MIDDLE QUARTILE	 7.75%	92.25%
LOWER MIDDLE QUARTILE	44.03%	55.97%
LOWER QUARTILE	29.38%	70.62%





Simona Ricketts

Simona Ricketts
Director of People



Accuracy statement:
I confirm the gender pay gap data contained in this report is accurate and has been produced in accordance with the regulations.



How is Liberty addressing the pay gap?

We have been working with National Centre for Diversity to implement an EDI action plan to further embed FREDIE following an employee survey (fairness, respect, equality, diversity, inclusion and engagement)

We are introducing additional EDI training to complement our existing management programme and provide further opportunities for existing employees

We reviewed our people policies to ensure that they are fit for purpose and advocate work life balance where possible

We reviewed our recruitment processes to ensure that we are reaching a diverse pool of candidates

We are continuing to invest into apprenticeships and have committed to at least 5% of our workforce being apprentices through The 5% Club

We launched an initiative 'Be Part of It' which encourages colleagues to get involved and talk about their own experience to celebrate the diversity of our workforce

We have increased the governance around the implementation of ad hoc pay increases, reducing reviews of individuals pay to two points within the financial year, along with the requirement of a business case including external salary benchmarking to be authorised by Liberty's senior leadership team

We have launched a Pay and Benefits Policy to provide further clarity around pay governance

Salaries for any new roles authorised are benchmarked both internally and externally to ensure equality whilst remaining competitive within the market

We are working on introducing a formal succession planning programme to aid in the development of internal talent, helping them to reach their full potential and be ready to progress to the next level

We are reviewing our onboarding and offboarding processes and introducing new online surveys at both stages to review feedback and address any points highlighted

