

*The go-to people
for property
services*



Gender pay gap

REPORT 2023

The go-to people for property services



Ray Jones
Group Managing Director

Introduction

I am proud of Liberty's long-standing history in the property services industry, marked by a commitment to excellence, innovation, customer service and equality.

Liberty, like many others in the construction sector, has historically seen a predominantly male workforce, with approximately 80% of Liberty colleagues being male. This gender imbalance is particularly pronounced in our technical and support services functions, where we continue to see occupational segregation.

Last year, we observed an increase in our average gender pay gap within our business. This was primarily due to a decrease in the representation of women in management and senior positions in the top quartile. This underrepresentation presents a challenge for our gender pay gap but also the opportunity for improvement.

The purpose of this report is not only to meet regulatory requirements but, more importantly, to acknowledge and understand the disparities that exist within our business.

By doing so, we can take meaningful steps towards rectifying these imbalances and fostering an environment where every Liberty colleague, has equal opportunities for success, growth, and fair compensation.

I am committed to fostering an inclusive workplace culture that values and empowers all colleagues, irrespective of sex or any other protected characteristic. I firmly believe that by addressing the gender pay gap we can enhance Liberty's overall performance, attract, and retain top talent, and continue to lead the way in the property services industry.

Gender pay gap report 2023

This report delves into the factors contributing to the gender pay gap within Liberty, including the recent trends that have impacted it.

The data presented in this report has been calculated in accordance with the methodologies prescribed by the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and pertains to the snapshot date of April 5th, 2023.

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What is gender pay gap?

The gender pay gap is a measure of labour market or workplace disadvantage, expressed by comparing the average hourly rates of pay between men and women. It is different from equal pay, and it does not mean that women get paid less for the same or comparable work.

It's crucial to understand that it goes beyond mere pay figures and encompasses other factors, such as occupational segregation and the disproportionate responsibility that often falls on women for caregiving duties, including child and dependent care.

Gender pay gap reporting doesn't focus on individual earnings but rather on the disparity in earnings between women and men. It provides a framework for highlighting gender pay gaps, allowing us to examine

why they exist and how to address them, both within and outside the workplace.

At Liberty, our commitment to addressing the gender pay gap extends beyond numbers; it encompasses a comprehensive understanding of the challenges within our industry and wider society.

The primary factor contributing to our gender pay gap is the large gender imbalance among our workforce and the uneven distribution of men and women across different levels within our business structure. We have a lower representation of women in senior, technical and trade positions, where compensation tends to be higher. This impacts on the calculated hourly rates of our colleagues and our calculated pay gap.



WORKFORCE GENDER SPLIT:



19.5%
FEMALE



80.5%
MALE

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GENDER PAY GAP:

Difference in hourly pay

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



23.65%

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



24.77%



BONUS PAY 2023

Bonus payments within Liberty is also impacted by the gender imbalance and the uneven distribution of men and women across different levels within our business structure.

Bonuses are typically awarded to individuals in senior roles, aligning with industry standards and our commitment to attracting and retaining experienced candidates.

Performance related incentive pay is in place for technical positions which are predominantly held by men.

As illustrated by the figures, we observe a reverse pay gap in bonus payments, with women receiving higher bonuses. This can be directly attributed to the number of women who receive bonuses compared to men.



BONUS PAY:

Who received bonus pay



13.01%
MALE



3.00%
FEMALE

**Women's bonus pay is higher
(reverse pay gap)**

Bonus pay gap (mean): **74.4%**

Bonus pay gap (median): **89.66%**









PAY QUARTILES 2023

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 upper middle pay quartile and lower quartile has increased in comparison to the previous year.

PAY QUARTILES	 FEMALE	 MALE
TOP QUARTILE	4.31%	95.69%
UPPER MIDDLE QUARTILE	 9.34%	90.66%
LOWER MIDDLE QUARTILE	15.23%	84.77%
LOWER QUARTILE	 43.36%	56.64%

The data on pay quartiles reveals a noticeable imbalance, which can be better understood by examining the distribution of men and women across these quartiles.

In the top quartile and middle top quartile, we can see a significant difference, with 95.69% & 90.66% positions held by men. This predominance of men in the highest-paying roles plays a significant role in contributing to the overall gender pay gap.

In the lower middle quartile, the gender imbalance continues, with 84.77% of positions held by men. This quartile represents roles with moderately lower pay compared to the upper levels, however this unequal distribution further contributes to the pay gap.

The most noticeable difference is observed in the lower quartile, where men occupy 56.64% of positions compared to 43.36% by women. While this quartile includes roles with comparatively lower pay in the business such as administration and apprentices, it's important to acknowledge that this is the only quartile where women hold a relatively higher proportion of positions.

In conclusion, the gender pay gap within Liberty is primarily attributed to the concentration of men in the higher-paying quartiles largely attributed to imbalance among the workforce and occupational segregation.



How is Liberty addressing the pay gap?



Simona Ricketts
Director of People

Routes into construction:

One of our primary objectives is to create diverse pathways into construction and spread awareness of fulfilling careers in the industry through different avenues, such as apprenticeships, re-training and using transferable skills.

Apprenticeship programme:

Recognising that certain roles have been traditionally viewed as predominantly men career choices, we are actively increasing the intake of female apprentices in these fields encouraging more women to pursue careers in construction, trades and technical roles.

Family-friendly employer:

We are committed to promoting work-life balance, by offering family-friendly hours and agile working options where possible. These flexible working arrangements provide colleagues with the flexibility they need to balance their professional and personal responsibilities. We have also introduced enhanced maternity pay to ensure that women in our organisation can embrace their roles as both parents and professionals without compromising their financial stability.

EDI initiatives:

Our commitment to equality, diversity, and inclusion (EDI) initiatives remains and we continue to work towards receiving an accreditation from the National Centre for Diversity, and creating an inclusive environment that respects and values the contributions of all colleagues.

New eLearning platform:

We introduced a new learning platform that enhances opportunities for learning and personal development. This platform not only equips our workforce with valuable skills but also promotes career growth and allows learners to upskill.

In-house management training:

Our in-house management training programme provides employees with opportunities for career advancement and personal development. We believe in growing talent from within our business and offering a clear path to career progression.

Real Living Wage Employer:

We are committed to ensuring that our colleagues receive fair compensation. As a Real Living Wage employer, we go beyond the national living wage to provide our colleagues with access to a wage that aligns with the cost of living.

Recruitment practices:

We recognise that creating a workplace that values diversity begins with recruitment practices that encourage and welcome individuals from all backgrounds. We are continuously improving our recruitment practices to be more inclusive and attractive to a diverse pool of people. We attend recruitment fairs and work closely with our clients to attract more women into careers within the property services industry.

Accuracy statement:

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



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