

# Gender Pay Gap *Report 2024*

## Thakeham and the Gender Pay Gap reporting requirements

This is the first Gender Pay Gap Report published by Thakeham and relates to the 'snapshot date' of 5 April 2024.

In accordance with The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 ("the Regulations") we have measured six key metrics calculated on the snapshot date. Those metrics are:

- The difference in mean hourly rate of pay of men and women, expressed as a percentage
- The difference in median hourly rate of pay of men and women, expressed as a percentage
- The difference in mean bonus pay of men and women, expressed as a percentage
- The difference in median bonus pay of men and women, expressed as a percentage
- The proportion of men and women who received bonus pay
- The proportion of men and women in each of the four quartile pay bands

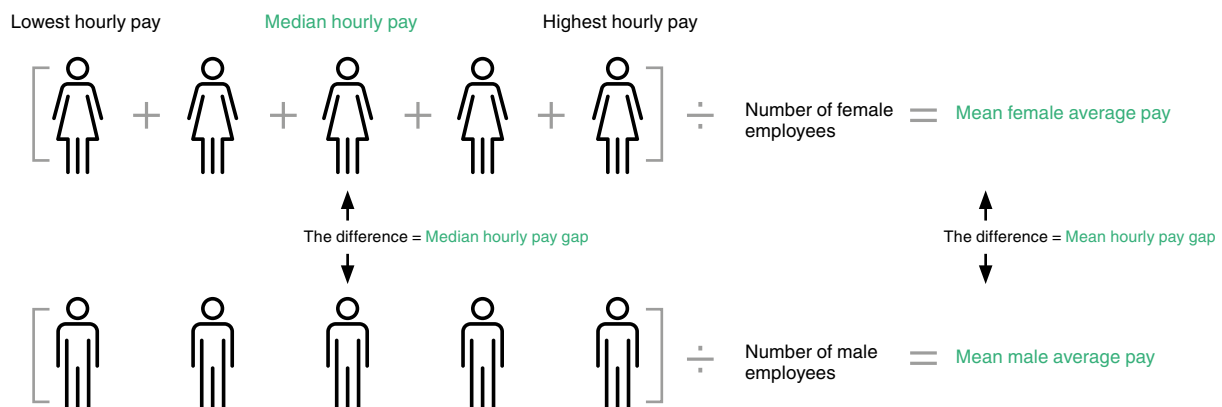
The mean hourly rate of pay is calculated by adding all figures together then dividing the grand total by the number of people. The median is calculated by finding the midpoint between the lowest and highest paid person.

## Our results

- Mean gender pay gap – 33%
- Median gender pay gap – 42%
- Bonus mean gender pay gap – 49%
- Bonus median gender pay gap – 62%
- % of employees who received a bonus  
– 75% women / 73% men

## Quartile splits:

| Job level                    | Men % and number | Women % and number |
|------------------------------|------------------|--------------------|
| <b>Upper quartile</b>        | 79% (50 men)     | 21% (13 women)     |
| <b>Upper middle quartile</b> | 78% (49 men)     | 22% (14 women)     |
| <b>Lower middle quartile</b> | 70% (44 men)     | 30% (19 women)     |
| <b>Lower quartile</b>        | 31% (20 men)     | 69% (44 women)     |



## Overview

Thakeham encourages innovation and collaboration from our people, valuing every single voice. We have featured in the Best Companies top 100 companies to work every year since our first entry in 2020, a testament to the environment and culture of the business.

At Thakeham we pay women and men equally for the same or equivalent work. The gender pay gap we are reporting is due to several factors – the underrepresentation of women in our workforce – like many others in the construction sector, the higher level of part time workers amongst our female workforce, and the fact most of our labourer workforce is subcontracted.

We are committed to maintaining an engaging and inclusive working environment for all our people. We set the tone from the top with strong leadership communication on key topics through our quarterly Town Halls, annual All Hands meeting and through articles and campaigns on our company intranet.

The health and wellbeing of our employees is a top priority. All colleagues receive a suite of health and wellbeing benefits, including a free comprehensive annual health check, free private medical insurance through Bupa for all staff, access to same day GP online appointments and a one-to-one counsellor who can see people in the office or by video call if preferred.

We have enhanced maternity and paternity policies, with the view to attracting and retaining more women, and also offer a more agile approach to working patterns compared to traditional construction roles. Thakeham operates a hybrid working model, where the roles allows, requiring two days in the office each week.

In line with our continued work with local communities we have completed a number of engagements with local schools, some of which to specifically promote careers in the built environment to young women and girls. This activity starts with our award-winning Eddie and Ellie's Wild Adventures at Key Stage 2 and continues through our presence at numerous careers fairs across our operating area.

We are members of ENEI (Employers Network for Equity & Inclusion) and encourage managers and staff members alike to engage with their resources. We have used the TIDE tool from ENEI to benchmark ourselves against similar businesses and to help shape our strategy going forward.

All our managers have undertaken diversity in leadership training over the past six months, challenging unconscious bias and emphasizing the benefits that different backgrounds and viewpoints bring to a team environment.

We have also ensured that our recruitment practices are proactive and that they encourage people from other sectors and backgrounds to apply and further strengthen our business. We will look to recruit from sectors where women typically hold more senior positions when the role allows.

We acknowledge that we have a long way to go to close our gender pay gap and that it will take time to turn the tide. For example, increasing the number of women to the business who are at the start of their careers will worsen the gender pay gap initially. We are nevertheless committed to making long term improvements that benefit both the women and the men at Thakeham as we believe that equity lifts everyone.

### We will continue to:

- Carry out regular pay and benefits reviews
- Ensure our policies and procedures are inclusive and equitable
- Evaluate and benchmark job roles to ensure that they are consistent and fair
- Provide training and coaching for managers and staff
- Provide a safe space for our staff working group to raise issues
- Support flexibility in the workplace

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



**Robert Boughton**

CEO and owner, Thakeham

