

MILESTONE
INFRASTRUCTURE

A part of MGroupServices

Gender Pay Gap Report

2022/23

Foreword



Adrian Cooke

Milestone Infrastructure
Managing Director



Milestone Infrastructure is a successful highways infrastructure business with a strong sense of culture and values and doing business the right way. I am therefore committed to creating an inclusive working environment where everyone can bring their whole self to work.

Highways infrastructure can be seen as a challenging industry to progress, but I am determined to change attitudes and break down barriers to ensure that our employees feel valued for who they are and have a voice.

This is supported within our business by various initiatives including our Inclusion Network, Women's Network, targeted recruitment programmes and annual employee engagement survey. Through these initiatives, we are delivering great work in educating, challenging and changing the experience of those who may feel "othered" for a variety of reasons.

I am proud of what we are striving for in this space and whilst we recognise that there is a way to go, the response and level of debate within our business already gives us great encouragement for the future.

Since 2017, all UK organisations are required to report annually on their gender pay gap.

Understanding the Gender Pay Gap Gender Pay Definition

The gender pay gap is defined as the difference in the average earnings of men and women over standard period of time, regardless of their role or seniority – across an entire organisation, business sector, industry or the economy as a whole.

It can be driven by the different number of men across all roles. The gender pay gap is different from an equal pay comparison, which would involve direct comparison of two people or groups of people carrying out the same, similar or equivalent work.

What's included in our calculations?

Calculations of mean and median pay and of quartile pay bands are based in data from Full Year 2022 only, including ordinary pay and bonus pay. Ordinary pay is not limited to basic pay, but includes other types of pay such as pay for leave. It does include pay for overtime, pay relating to redundancy/termination of employment, or the value of benefits which are not in the form of money.

How are the pay quartiles calculated?

In the report we also share the percentage of men and women in each pay quartile. Quartiles are calculated by listing the rates of pay for each employee across the business from lowest to highest, then splitting that list into four equal-sized groups and calculating the percentage of males and females in each.

How are the median and mean gaps calculated?

Using the calculations set out in the gender pay gap reporting regulations, we have taken pay data from our entire business, of more than 1551 employees.



2022/23

Gender Pay Gap & Bonus Gap

Our Results

The mean gender pay gap has remained constant and remains relatively low, with the median gender pay gap decreased by 1.3%. This is due to our ratio of male and female employees remaining static year on year, with 16.8% female and 83.2% male employees, which remains strong when comparing with the average ratio within the industry.

The gap in mean and median bonuses has increased, but the proportion of female receiving bonuses has increased. The decrease is influenced by recruitment of senior roles in the business due to ongoing growth, which were predominantly male and attracted higher bonus value. This is further inflated by a departure of a female leadership team member in the reporting period.

The median bonus gap remains in favour of female, due to a number of roles attracting bonus that are occupied by female. As the bonus scheme is currently available to senior roles in the business,

the 2.35% increase in proportion of female receiving bonus indicates a positive progression of female into senior roles.

Overall, the distribution of pay across all quartiles remained relatively constant, with a slight decrease of female in both lower and upper quartiles. The gradual increase in male percentage through quartiles can be apportioned to majority of male employees working in operational roles which attract high level of overtime and opportunity to earn more variable pay. The male population is also inclusive of fixed term winter service personnel with higher earnings due to out of hours work, thus further exacerbating the gap.

Whilst females are decreasing through the quartiles, there is an increase in upper middle quartile comparing to last year due to a higher level of roles in professional and business services.

Milestone Infrastructure

	2022 Return	2023 Return
% Mean Gender Pay Gap	9.36	9.37
% Median Gender Pay Gap	10.61	9.31
% Bonus Mean Gender Pay Gap	-136.00	13.20
% Bonus Median Gender Pay Gap	-82.15	-60.07

	2022 Return		2023 Return	
	%F	%M	%F	%M
Proportion Receiving Bonus	9.24	19.78	11.59	18.08

Quartiles

	2022 Return		2023 Return	
	%F	%M	%F	%M
Lower Quartile	22.71	77.29	19.85	80.15
Lower Middle Quartile	19.53	80.47	19.14	80.86
Upper Middle Quartile	15.34	84.66	16.33	83.67
Upper Quartile	13.02	86.98	11.84	88.16

How We Are Addressing The Gender Pay Gap

Next Steps

Following a review of feedback from our annual engagement survey, we know that 62% of our people agree to having the right work life balance, which is equally perceived by both men and women. In terms of being an inclusive employer and being able to be the true self at work, on both counts women were more agreeable than men. Women are also 10% more aware of the flexible options than men.

Whilst these are positive results, we want to continue our inclusion journey and so we have partnered with Inclusive Companies to further develop our offering. Alongside this, we have established Women's network within the organisation. The aim of the Network is to ensure Milestone Infrastructure work culture is one of which everyone feels welcomed, heard and respected, and they have done so by focusing on improving the provision of female facilities on site, in turn creating a more inclusive environment for our teams. Going forward, the focus of the Network is on review of our maternity and paternity provision and introduction of menopause awareness.

From a learning and development perspective,

Milestone Infrastructure is a member of the 5% club. This means that a minimum of 5% of the workforce is in apprenticeship, including a Women in Leadership apprenticeship which received positive feedback.

We are also in the process of rolling out Conscious Inclusion programme which is mandatory for all employees and explores conscious and unconscious bias and provides tools for creating an inclusive working environment.

Key Points



62%

People Agree

They have the right work life balance.



10%

Women More Aware

Of the flexible options than men.





Jill Taylor

Milestone Infrastructure
HR Director

Closing Statement

We are striving to create a flexible working opportunities, through our informal flexible working tool Flex, which provides everyone with an opportunity to increase work life balance at any stage of their working and personal life.

Our focus is also heavily on recruitment, and introduction of gender neutral and inclusive language to widen our candidate attraction, and especially female candidates.

All of the above supports our people plan pillars of leadership and culture, career and skills and attract and retain. Furthermore, I believe the actions we are taking will enable us to succeed in our aim to creating an inclusive working environment where everyone can bring their whole self to work.

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