



OUTCO PEOPLE

Gender Pay Gap Report

June 2021

Outdoor Estate Compliance Experts



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1. Executive Summary

OUTCO was established in May 2021 through the merger and acquisition of three separate employing entities that took place between April and November 2020. As a newly established employer, gender equality is a high priority for OUTCO and this report was commissioned in July 2021 to establish a baseline to report against and to make improvements from.

Operating within industries which are traditionally very male orientated, whilst being cognisant that a diverse workforce and board structure leads to improved strategic and profitable outcomes, has meant OUTCO will ensure gender equality is high on the operational agenda.

Since the appointment of Andy Barry as CEO in April 2021, there has been a marked change in the Exec Team make up, with three out of the four most recent appointments being women. This is a clear signal to the rest of the business that OUTCO will work hard to address the gender disparity within our industry and will lead the way amongst our competitors as an inclusive and progressive company.

2. OVERVIEW

OUTCO Group is committed to ensuring equality of opportunity in the workplace. The aim of the company is to build a diverse and inclusive workforce, whereby opportunities to develop a successful career are available to everyone and is free from any bias decisions.

Companies with more than 250 employees are required to publish their data as part of the UK Government's Equalities Act 2010. This Gender Pay Gap Report shows the difference in the average hourly rate of pay between women and men at OUTCO, expressed as a percentage of average male earnings. A gender pay gap can be driven by several factors such as a lack of females in senior positions.

Producing a report will raise the awareness of issues for us as a business so we can take steps to address these. If successful, as well as being in the interests of fairness, this might also ensure the female workforce is better utilised, which will have economic benefits for the business and the wider economy in general.

A calculation methodology set out by the UK Government Equalities Office has been followed to report the mean and median gender pay gap, bonus gap, and distribution across pay quartiles.

It is important to note that this is different to the issue of equal pay – namely the legal requirement to pay men and women the same for equal work, which is governed by the Equality Act (2010). This review is not simply a data collection exercise. It shows a commitment from the Senior Management Team within our departments to put right any gender pay inequalities to deliver the necessary changes.

3. PAY CALCULATIONS

The report focuses on the equality of pay between male and females by measuring the difference between average pay which must be calculated in hourly earnings. The Company has 409 relevant employees in the reference period, of which, 363 employees

are included in the full pay relevant graph, with the recently merged businesses of GRITIT, Evergreen and NMC being included in these calculations.

When doing the calculations, the following forms of pay have been considered:

- Ordinary Pay – includes Annual Salary and any Allowances
- 2021 Bonus payments

The figures that have been calculated for the report are as follows:

- the difference in the mean pay of full-pay men and women, expressed as a percentage;
- the difference in the median pay of full-pay 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, expressed as a percentage; and
- the proportion of full-pay men and women in each of four quartile pay bands.

4. DISTINGUISHING BETWEEN MEAN AND MEDIAN

The Median is the figure that falls in the middle of a range when the wages of all full-pay relevant employees are lined up from smallest to largest. The median gender pay gap is calculated based on the difference between the middle employee in the range of male wages and the middle employee in the range of female wages.



The Mean is the average earnings of all employees. This is calculated by adding up the wages of all full-pay relevant employees and dividing the figure by the number of employees. The mean gender pay gap is calculated based on the difference between mean male pay and mean female pay.



5. GENDER PAY GAP DATA

The tables below show the overall median and mean gender pay and bonus gaps as at the snapshot date of 5th April 2021:

	Male	Female
Number of Employees	310	53
Mean Hourly Earnings	£16.76	£16.20
Median Hourly Earnings	£12.00	£14.71
Number Receiving Bonus	43	9
Mean Bonus	£2,497.16	£1,187.50
Median Bonus	£931.50	£590.63

Proportion of Females and Males in each Quartile Band

Quartile	Female 	Male 
Upper	17.8%	82.2%
Upper middle	25.3%	74.7%
Lower middle	9.9%	90.1%
Lower	5.5%	94.5%

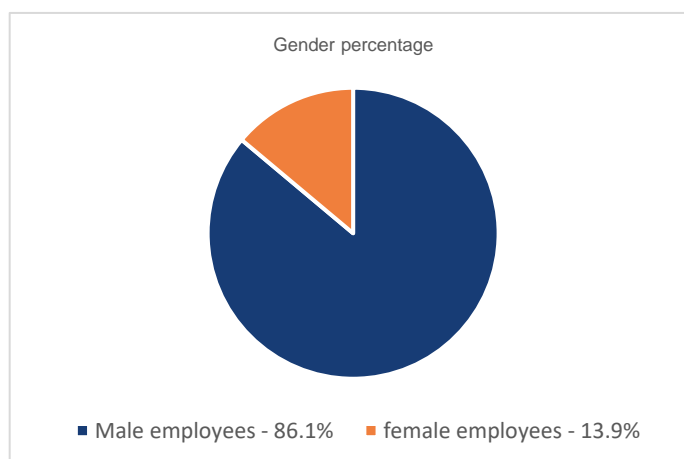
Gender Pay Percentage	Mean	Median
Gender Pay Gap	10.9%	-22.6%
Gender Bonus Gap	52.4%	36.6%
The proportion of males and females receiving a bonus payment	15.8% 	11.6% 

6. PAY GAP ANALYSIS

Our industry is a traditionally male orientated environment. The Gender Pay Gap Data tells us that the workforce in OUTCO is predominantly male, with 86.1% males and only 13.9% females in the business. This is in line with the industry sector OUTCO operates in.

The representation of females in our industry still has a long way to go before women are no longer considered the minority, but to our business, as an equal opportunity employer, it is crucial to promote gender equality in the workplace. The percentage of females in OUTCO is higher than average,

compared to other companies within the same industry, however the roles fulfilled by most females are admin or middle management roles and this reflects in the numbers of average hourly pay as well as bonus pay.



The report also revealed that most of the Senior Director positions within the business are also filled by men. This data provides a great opportunity to encourage more women to join OUTCO. However, to ensure the company continues to promote positive gender equality in the workplace, we will continue to consider what further work can be completed to attract more women into the business, particularly in areas where our business have an under representation of females, such as Senior and Leadership positions.

It is OUTCO's belief that promoting women to high profile roles will establish positive role models and cascade greater opportunities for women throughout the organisation.

"Since joining OUTCO, I have been delighted by the positive and inclusive attitude that everyone in the business has shown towards me and my role. I have access to all levels of the organisation and as a woman who works across all departments, I will be proud to convey the progressive approach to women that OUTCO demonstrates." Sarah Heyworth ESG Director.

"I joined OUTCO in March 2021 as the second female on the Exec Team and was instantly made to feel part of the team. I feel as if I have brought a different dynamic to the team with my different outlook and views which have all been welcomed. I am looking forward to the journey ahead as we start to embed and nurture a culture, in which women can excel and have equal opportunity to achieve their full potential at all levels. Karen Tiller Head Of HR"

"I joined OUTCO in February 2020, as the first female manager within the Operations Team, I was instantly made to feel welcome and my gender has never been an obstacle. Throughout my interactions with colleagues across all our departments, and at all levels, I have always felt valued for the skills, knowledge and experience I bring to the table, and with OUTCO's strong ethic of support I have recently been promoted to an Operational Director role within the Exec team. Victoria Whiting Strategic Relationship Director"

7. OUR COMMITMENT

The tables Based on the data provided above, the points we will commit to continuously focusing are:

Action	Focus
Communicate the Gender Pay Gap data and plan.	Open and transparent communication of the data will give employees visibility of the gender pay gap along with the commitment our business has to addressing it.
Review Pay and Bonus systems and consider introducing Job Evaluation/Grading.	We are working towards reviewing Pay systems within all the departments to ensure it is fair, consistent, and non-bias, and that the opportunity for promotion and pay increase/bonuses is based on a criterion applied to both male and females. Introducing job grading and evaluation of all roles will create a consistent framework to follow for the future.
Development and Talent Management.	We are committed to continuously reviewing our approaches to training and development to ensure equal opportunities across female and male employees. Introducing talent management and succession plans will enable our business to identify talent within the organisation to ensure there are opportunities for growth and development for all.
Recruitment and attraction of females into the workforce*	We are always looking into different approaches to promote women in the highway industry through targeted recruitment activity and campaigns in education. We are considering things such as flexible working and use of correct language in jobs ads as well as looking at specific

	benefits for females, showcasing female roles and developing case studies of successful women from within the company.
Senior level female appointments*	Growing the executive pipeline of women is recognised as a significant factor in achieving improved gender diversity at senior management and executive level appointments. Appointing females at senior/board level will support a shift in perception and promote OUTCO as a strong, competitive, and ethical business and employer.

*it is not suggested that appointments are decided on gender alone. A fair and non-bias selection based on ability to do the job must be applied.

The data in this document is accurate and in line with Government reporting regulations.

Andrew Barry

Andy Barry
CEO – OUTCO Group Ltd