



GVA



# Gender Pay Gap Report

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2017



## CEO statement

Our people are at the heart of our business, and we want to create an environment where the most talented people in our industry want to work, regardless of gender, ethnicity, race or background.

We are aware of the scale of gender imbalance that exists at senior levels in our company, directly causing a significant gender pay gap. Over the last 12 months, we have been working hard to tackle this imbalance at grassroots by taking initiatives to encourage more women into the business at graduate intake level. As a result, this year we achieved gender balance at entry level, meaning that we will start to see more and more women coming through the ranks of our business to eventually become our future leaders.

Alongside this, we have been working to ensure that we are providing an environment where talented people regardless of background or gender can thrive throughout their whole careers. We have introduced agile working in all our offices, and are introducing contemporary working practices to support the changing needs of our people and clients, as well as tailored leadership and development programmes which directly address the specific needs of different groups.

The business case for building a diverse workforce is intuitive. People who are truly representative of our communities and

our clients will be able to provide advice attuned to their requirements. At GVA we are striving to create an environment where the most talented and creative people want to do their best work, regardless of background, race, ethnicity or gender.

Unfortunately, our gender diversity problem is sector-wide. Real estate has traditionally been a male dominated industry, not typically one driven by women. Despite the efforts underway to address this, no business or company can fix the problem singlehandedly. We need the whole sector to collaborate and actively use forums like the Changing Face of Property and Real Estate Balance amongst others, to address the issue with a united front. I am pushing this approach at every opportunity.

We welcome the transparency of reporting on our gender pay gap, which needs to be used as an important wake-up call to step up our game, and tackle head-on the widespread gender imbalance in real estate.

Gerry Hughes  
CEO, GVA

**“ We need the whole sector to collaborate and actively use forums like the Changing Face of Property to address the issue with a united front. I am pushing this approach at every opportunity ”**

## What is gender pay gap reporting?

The gap in gender pay is not the same as equal pay.

Gender pay gap (GPG) reporting identifies the difference between the average pay of all men and all women in an organisation. A gap can occur for a number of reasons. For example, if there are more men than women in senior roles, the overall average pay of men will be higher than the overall average pay of women in the same organisation.

GPG is not an indication of inequality between the salaries of men and women who do the same or comparable work – this is equal pay. GVA is committed to equal pay for equal value work regardless of gender or any other protected characteristics.

### Our people and results

Of the total population employed by GVA Grimley Ltd, in the year to 5 April 2017 (the reporting point), 40% are female and 60% are male.

Analysis of hourly rates shows gaps in pay and bonus' between men and woman:

Gender Pay Gap		
	Mean	Median
Pay gap	43.1%	43.2%
Bonus gap	76.6%	75.0%

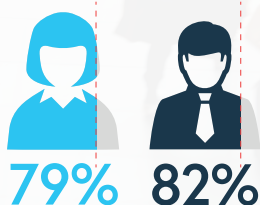
The gender pay gap at GVA derives from the make-up of our workforce not our pay structure. Our overall results reflect an industry that is woefully under-represented by women at the most senior levels and particularly in fee-earning roles.

**Mean** gender pay gap is the difference between the average pay of men and women within the organisation.

**Median** gender pay gap is the difference between the midpoints of pay made to men and women as two distinct groups. Where there is a higher percentage of men in the most senior roles (typically with the highest rates of pay) and a greater proportion of women in lower-level positions, the median gender pay gap will be high.

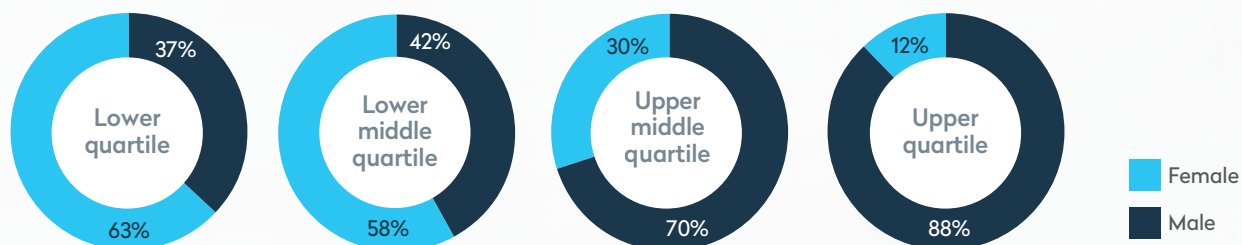
*The gender pay gap at GVA derives from the make-up of our workforce not our pay structure*

### Bonus proportions



A high percentage of our employees receive a bonus – 79% of all women and 82% of all men.

### Pay distributions by quartiles



Our pay distribution by quartile reflects the fact men represent a higher percentage of the upper quartiles than women, and vice versa in lower quartiles.

This is typical of our sector as a whole where the gender pay gap is too wide and there is a lack of women in senior roles.

## Closing the gap

- In our 2017/18 graduate applications, women outperformed men. 48% of successful candidates were female, despite women accounting for only one third of all applications.
- We are close to an equal gender split in our graduate programme - between 2015 and 2018 the proportion of women recruited through our graduate programme went up from 44% to 48%
- Between 2015 and 2018 the number of women being put forward for promotion increased from 31% to 37%





## Our commitment

At GVA 'Our Places Build People' and we want to attract and develop the best, most diverse workforce in our sector. People with a broad range of intellect, creativity and passion to reach their potential will drive change and deliver real value to our clients.

We already reward our people fairly for the work that they do regardless of gender, as reported earlier, and are tackling head-on the gender imbalance in our business and the sector as a whole.

### Attract and retain female talent

- Gender-balanced appointment panels
- Gender-neutral selection screening through improved information technology
- Transparent pay for performance reward mechanisms
- "Working together" forum to hear the views of our people and action their best ideas
- Contemporary practices to support changing work/life priorities
- Leaders who focus on outcomes and encourage agile working, evolving from flexible practices in place since 2014

### Develop and progress female talent

- Structured resource, talent and succession planning introduced across the organisation
- Learning programmes that proactively nurture female talent
- Mentoring for men and women to minimise unconscious bias in all decision-making
- A common purpose that inspires leaders and connects our people to do their best work
- Unbiased language used in all our policies, procedures and collective communications

GVA is actively working with organisations in the UK such as Changing the Face of Property, Real Estate Balance, Daisy Chain and Future of London to Talking Talent to attract, retain and advance women throughout the property industry.

*“We are committed to closing our gender pay gap and are confident that the initiatives in place already will support this. Our target to increase female representation at a senior level is ambitious.*

*Our leaders are creating an open and welcoming organisation where individuals work together towards a collective purpose. They trust individuals and teams to deliver their best work. It's this level of autonomy that empowers people whatever their background or chosen career path, to truly engage, own their development and exceed the expectations of our clients.*

*I'm excited by the opportunity GVA has to embrace the diverse workforce available to us across the UK and addressing the gender imbalance within the real estate industry. ”*

*Nicola Turner, HR Director*

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"I grew up wanting to be an accountant. I'm from a working class family where I'd never had any exposure to this industry. Unless you're given an opportunity to get some tangible work experience, it's so difficult to establish what you want to do. When I came into GVA on work experience, I knew exactly what I wanted to do: I wanted to become a chartered surveyor." **Adelle Rhule-Martin, Surveyor, Corporate Solutions**



"I joined GVA as a planner from local Government and progressed to Senior Director to lead our Bristol office before taking the reigns as a National Head in May 2016.

Without question I'm a product of GVA's commitment to delivering a truly inclusive people business. My journey, career aspirations and parallel family commitments have been supported and nurtured at every stage. This 'everything is possible' attitude has allowed me to realise and exceed my career aspirations and my progression is in no small part due to the mentoring I've received throughout my career.

Now, as a senior leader in the business our commitment to 'everything is possible' is allowing us to attract, develop and retain talent at every level. The journey is far from over, momentum is gathering and the delivery of change is accelerating.

**Jo Davis, National Head of Planning, Development & Regeneration**

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"The ingrained culture at GVA is one which fully supports all of its employees through different stages of life from qualifying in their profession, starting a family and through other significant life events. The significant proportion of GVA employees who stay with us throughout their professional life is testament to GVA's care and commitment to its employees. I have first-hand experience of this as the company has enabled me to work flexibly around the needs of my family whilst allowing me to continue to make a significant contribution to the growth of the company" **Matthew Morris, Director, Planning, Development & Regeneration**



"Admitting to over 30 years at GVA speaks for itself. From day one as a graduate in 1986 I have been acknowledged, valued, mentored and enabled into ever more senior roles. The forward thinking approach of the business through the 1990s gave me access to both flexible and agile working at a time of my life where family considerations were key. For me therefore it's just business as usual. I am in no doubt however that the culture and approach of our business is supporting the retention of quality people and is a compelling reason to join us." **Ros Goode, National Head of Restructuring Solutions & Regional Senior Director, London**



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"I am fortunate to work for a company which considers and reacts to 'who I am' as a person. In my case I hold a senior position in the company and I am given the freedom to adapt my life work balance accordingly – I live in the countryside but am based in London. Management realised the importance of my non work related drivers and have supported me with my flexible working. I am in the office / with clients 2-3 days a week and work remotely the rest of the time. Clients like the fact that I have non work drivers, it makes dealing with my unit and the company a more personal experience." **Richard Gaunt, Head of Consultancy, Hospitality, Tourism, Leisure**

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## Declaration

We confirm the gender pay gap calculations presented in this report are accurate as a representation of the qualifying entity GVA Grimley Ltd. They are derived using the methodology set out in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Gerry Hughes  
CEO



Nicola Turner  
HR Director

## Statement from RICS

RICS is deeply committed to creating a diverse and inclusive workplace and is working closely with the leading employers of the profession to address the historic imbalances across the wider industry. We, like the employers of the profession, are committed to fair opportunity for all and have been working together on a number of initiatives to bring about a more balanced workforce at all levels. We will be monitoring this and showing the progress towards achieving it. – Sean Tompkins

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