



# Gender Pay Gap

## Our Approach

2018 / 2019

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# About Fourfront Group

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Fourfront Group are a family of companies that help bring workplaces to life. As leading workplace specialists, we create inspiring environments that not only embody your culture and values but also foster productivity and wellbeing.

## Introduction

“ Underpinned by one of our values, ‘unique and different’, our business success is based upon a dedication to attracting and retaining the best talent in the industry, regardless of their gender, race, beliefs... or which football team they support! We believe that it is through this diversity and inclusiveness that we create a workplace that is rich in ideas, and where innovation can flourish through a mix of opinions and perspectives.

Our Code of Conduct incorporates our approach to diversity & inclusion, and we work hard to ensure our policies & values are not just words on paper but are lived out in everyone’s actions across the business.

We believe this is healthy for us and our clients – it is the Fourfront Way.

As the largest subsidiary of Fourfront Group, it is Area’s 2018 Gender Pay Gap that is explored over the next pages. The aim of this report is to come from a place of transparency and openness, addressing this gap directly and considering the potential causes. It is an opportunity to explore the initiatives we currently have in place, and those we can consider in order to aim to reduce this gap.

Our industry is not an easy one to succeed in as a woman, and the gender pay gap will not be eliminated easily. I see it as both a personal and professional commitment to ensure that we play our part fully. ”



Aki Stamatis  
Chairman.



# Gender Pay Gap Explained

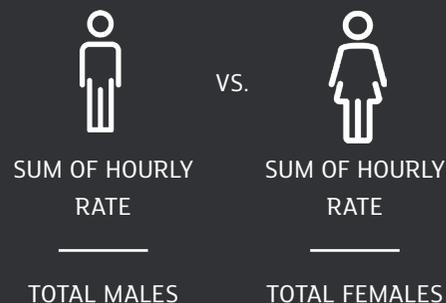
Gender pay gap reporting introduced in 2017, is a legal requirement for employers with over 250 employees. The gender pay gap is not specifically about who earns what, but what women earn as compared with men.

This report provides us with a framework to address gaps and enable us to think proactively about what to do to begin to eliminate these.

## Mean Gender Pay Gap

The mean gender pay gap is the difference between the mean hourly rate of pay of male employees and that of female employees.

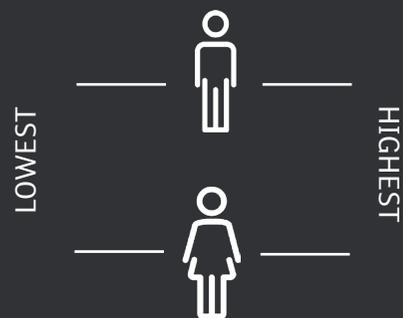
It is calculated by:



## Median Gender Pay Gap

The median gender pay gap is the difference between the middle employee in the range of male wages and the middle employee in the range of female wages.

It is calculated by:



# Our Gender Pay Gap

We understand that our gender pay gap exceeds that of the industry average and this is not an ideal place to be in. There are a few factors that could have contributed to this number; mainly operating in the construction industry which is predominantly male dominated, along with some structural changes across the business over the past year.



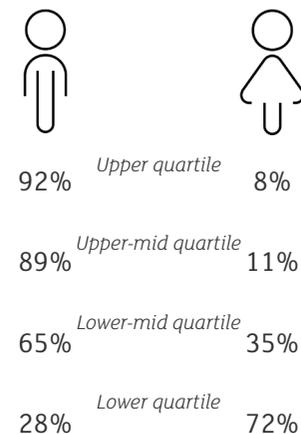
## Bonus pay bands.

The proportions of male and female employees who were paid bonus pay between April 2017 - April 2018.



## Quartile pay bands.

The proportions of male and female employees by pay quartile bands.





# Our Approach to Gender Diversity

Our approach to gender diversity at Fourfront reflects our open culture. We have the resources in place that support and encourage both men and women in shaping their careers. We are pleased and are proud of the initiatives that we already have in place to support gender diversity & inclusion, these are explored over the next few pages.

## Fourfront Academy

We encourage all employees to take ownership of shaping their careers and give everyone equal tools and support to do so through the Fourfront Academy.

We also provide managers recruitment & interview training to ensure we are attracting and recruiting diverse talent.

## Enhanced Maternity & Paternity Pay

Parental leave is offered to all employees, with an enhanced company pay scheme in place for employees who have been with the business for more than 2 years.

- For maternity, this equates to:
- 0-3 months full pay
- 3-6 months 50% pay
- 6-9 months statutory maternity pay

## Women in Fourfront

Women in Fourfront is designed to support female development in what is a traditionally male dominated industry.

We believe developing upon the 4 C's - Confidence, Communication, Credibility and Career Success - can contribute to success in the workplace.

Our programme aims to retain, develop and enhance our female workforce which helps keep driving the industry forward.

We have curated an online learning path which follows the 4 C's and is available to all employees at any level (men too!)

## Mentoring Programme

Our senior leaders act as mentors for the rest of the business. We run a mentoring programme which lasts for 12 months where employees are matched with a mentor of their choice and encouraged to meet regularly with them to work upon and develop upon skills or knowledge gaps that they have identified. They also act as a buffer for employees to bounce ideas off, and can give support and career advice.



Our NextGen young professionals' network, provides those who are early on in their career with development opportunities.

As well as training throughout the year, the programme includes site visits, networking opportunities and is a platform to support and promote career success.

NextGen aims to support employees throughout their careers, giving them the support and development to climb up the Fourfront career ladder.



## KASSANDRA McCalla

Chair of NextGen 18-19

“ After joining the Group, I was catapulted into projects which involved a great deal of responsibility and had a large impact on the business. This quickly became the norm and I found myself working with the business and leadership team on a regularly basis.

My transition into a Manager position came quite naturally, as I always felt the company had given me the trust and authority to lead on projects at an early stage on my career.

Being elected as NextGen Chair allowed me to develop my leadership skills and confidence. I believe it was this position that truly helped me to realise my potential as a leader. On top of this, NextGen helped me expand my professional network, as I was exposed to opportunities which I wouldn't have in my day to day role.

Construction can be quite a male dominated industry, but I have always felt empowered at Fourfront and this culture definitely comes from the top down.



## Parental Leave & Keeping in Touch

We love that members of our Fourfront family have started their own family. Throughout maternity leave we think it's great to keep in touch. We can agree to up to 10 'keeping in touch days', in which employees can come in and catch up with the team. We also always invite them to company events and they can keep up with all news via Connect Four, our internal communications & engagement platform!

When they feel ready, we love having employees back into our Fourfront family. At this point we encourage managers and employees to catch up and talk about return to work together and any potential opportunities for flexible working.



**NICOLA Williams**  
Head of Digital, Marketing

## Flexible Working

Our managers are encouraged to allow for flexibility whenever they can. We believe in offering employees the choice of where and how they work, which in turn can yield a happier and more productive workforce. This is particularly beneficial for our members of staff with new family or childcare commitments. We encourage that leaders create a top down culture of embracing flexible working.

## Part-time Working

Around 10% of our workforce work part time which allows them the flexibility to tend to other commitments. A proportion of this number are mothers who have returned from maternity leave, easing them back into working life whilst also giving them the time to care for their new family.

“ Coming back to work after a year at home with your first child is a daunting prospect, but was made easier with Fourfront's 'keep in touch days'. The generous allocation gave me the chance to attend quarterly strategy days, attend informal team meet ups like the Christmas lunch, as well as time working from home on the run up to being back in the office. This really helped me keep up with progress and to get my head around where projects were at, so I felt mentally prepared and ready to hit the ground running.

Starting back was made so much easier due to the flexible working offered. I was able to come back 3 days a week, allowing me to achieve a better work/life balance. There was also flexibility around how I wanted to use my accrued holiday from maternity leave, which has helped with phasing in.

Most of all, being able to have an honest conversation with my manager on the challenges I would be facing as a new Mum was invaluable. I'm trusted to manage my workload accordingly and am able to work at 8pm from home in the same way that I would be at 2pm in the office – which makes juggling childcare and the demands of my job so much more manageable.

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## Partnership with Women in Office Design



**SALLY** Rice  
Operations Director- Sketch.

“ Sketch have been attending events organised by the group “Women in Office Design” (WOD) since early 2018. WOD was started by designer Harsha Kotak and is now managed by a team of women from across the office design community. The group is formed with a purpose to Share, Inspire and Achieve.

The group holds talks, social and networking events. Most recently I mediated the discussion in their “The Puzzle of Productivity” event, featuring Aki Stamatis on the panel.

Both men and women from Sketch have attended a number of the WOD events and have found the opportunity to expand their industry knowledge, their networks and their business links invaluable.

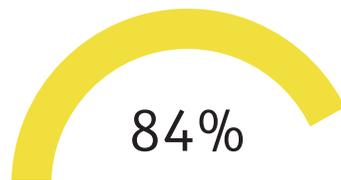
I just wish I had beaten Harsha to it in organising such a great group for our industry which, until the gender balance is much more equal, is very much needed.

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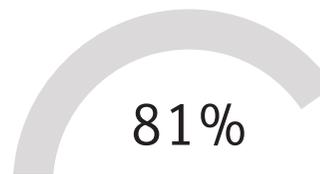
We sent out an internal survey to the women in Fourfront, with the aim to gather information around perceptions of; diversity and inclusion at Fourfront, development opportunities, flexible working and any other feedback on improvements to the initiatives we have at the moment.



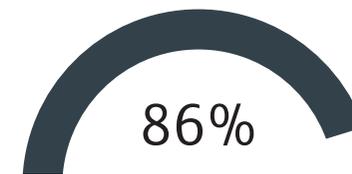
of respondents felt that their work is measured by output, rather than traditional methods of presenteeism.



of respondents consider that diversity and inclusion is a priority for Fourfront



of respondents agree or strongly agree that they can ask to work flexibly



of respondents don't see gender as a barrier to progression at Fourfront

# Our focus on tackling the gender pay gap

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## Understanding where to start

Our gender pay gap isn't great, however, we wanted to find out if this is a representation of how women feel in the business. Although we believe we have many great initiatives in place to address our gender pay gap, are they beneficial to our current employees?

By undertaking a feedback survey, we gathered a rich and relevant picture that gives meaning behind our gender pay gap figure. By understanding true perceptions, together we can begin to develop impactful ways that we can address the gender pay gap at Fourfront.

After carefully considering all of the feedback points from our survey, our next step is to focus on the following initiatives which aim to incrementally reduce our gender pay gap.



## Women in Fourfront Development

It's true, successful women have definitely cracked the glass ceiling, but it is still not broken. We believe the way to really address our gender pay gap is to support women's development into more senior positions in the business. We want to inspire, empower and support our female employees to think bigger, push themselves and develop so they feel confident in striving to these senior positions.

This year, through the Women in Fourfront programme, we will empower women to take ownership of their learning through an online learning path based around the 4 C's on Linked In Learning.

The online path is visible to all members of staff and gives everyone an opportunity to develop at their own pace. Alongside this, there will be quarterly workshop sessions facilitated by the Alumni members that provide very much needed face to face training whilst also creating a network of support where ideas and career advice can be shared.



## Maternity Policy

General feedback from women in the business is that our maternity policy is very generous. We will continue to compare ourselves against best practice to ensure Fourfront's maternity policy pay remains attractive.



## Fourfront Leaders

As part of our Fourfront Leaders profile, we will be working with our managers to improve awareness around: ensuring diverse pools of candidates when recruiting, ensuring a more consistent approach to flexible working across the business and understanding individuals needs when it comes to balancing work and real life.

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I confirm that Fourfront's gender pay gap calculations are accurate and meet the requirements of the Equality Act 2019 (Gender Pay Gap Information) Regulations 2017.

**Aki Stamatis**  
**Chairman**