



Our purpose in SMT is to 'Foster Communities' We do this by building strong relationships and connections with our people, partners, clients and society.

Our values of **Caring**, **Daring** and **Sharing** help guide policy and people decisions.

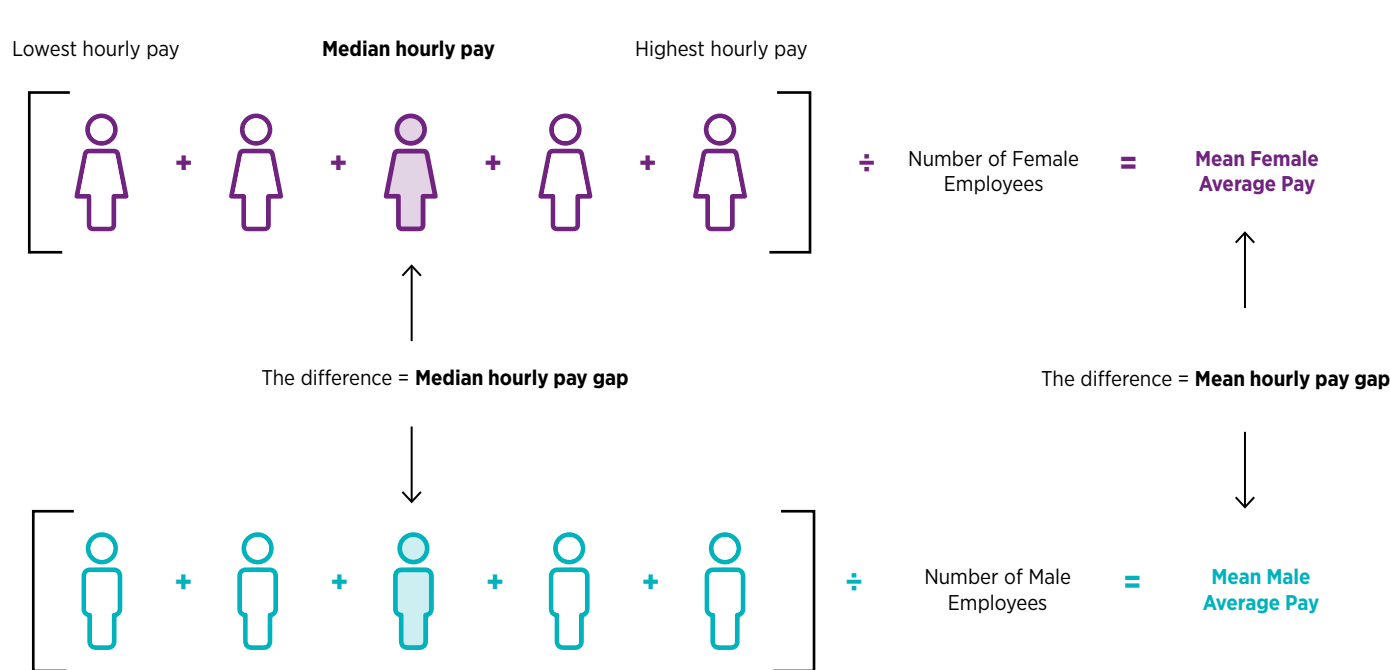
Our Diversity and Inclusion strategy is born from our organisational purpose and values, of which our Gender Pay Gap report and action plan is part of. This is our 5th year of reporting our gender pay gap, and we are pleased to report that our mean pay gap has decreased by 6.5 percentage points since 2017. Since our last Gender Pay Gap Report, SMT GB has grown from 450 to 475 employees. Our reporting includes everyone SMT GB employs in the UK.

Our Results

In 2021 our median gender pay gap was 11.9% and our mean gender pay gap was 12.9%, both of which are lower than the national average of 15.4%* and 14.9%* respectively.

	Median	Mean
2017	17.3%	19.4%
2018	18.3%	16.3%
2019	14.4%	16.4%
2020	13.7%	8.0%
2021	11.9%	12.9%
UK Average (All Employees) 2021*	15.4%	14.9%

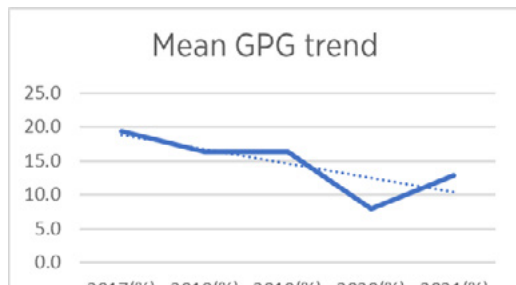
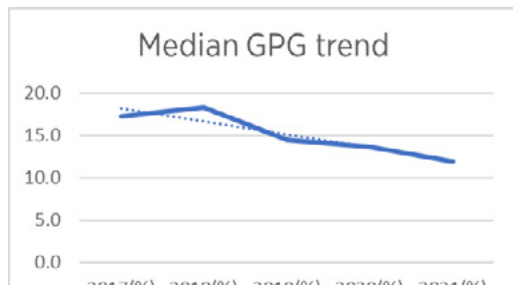
Calculating The Difference



**The gender pay gap is calculated as the difference between average hourly earnings (excluding overtime) of men and women as a proportion of men's average hourly earnings (excluding overtime). It is a measure across all jobs in the UK, not of the difference in pay between men and women for doing the same job.*

A Note On 2020 Results

There was a noticeable difference (a positive decline) in our 2020 mean pay gap results. However, in 2020 more men than women in SMT GB were furloughed and experienced reduced pay. This phenomenon was experienced throughout the UK and explains why the gender pay gap in 2020 shrank by the largest amount ever recorded. This means that comparisons with 2019 and 2021 data need to be treated with caution. We have chosen to focus on the longer-term trends rather than year on year changes.



What's Driving Our Gap?

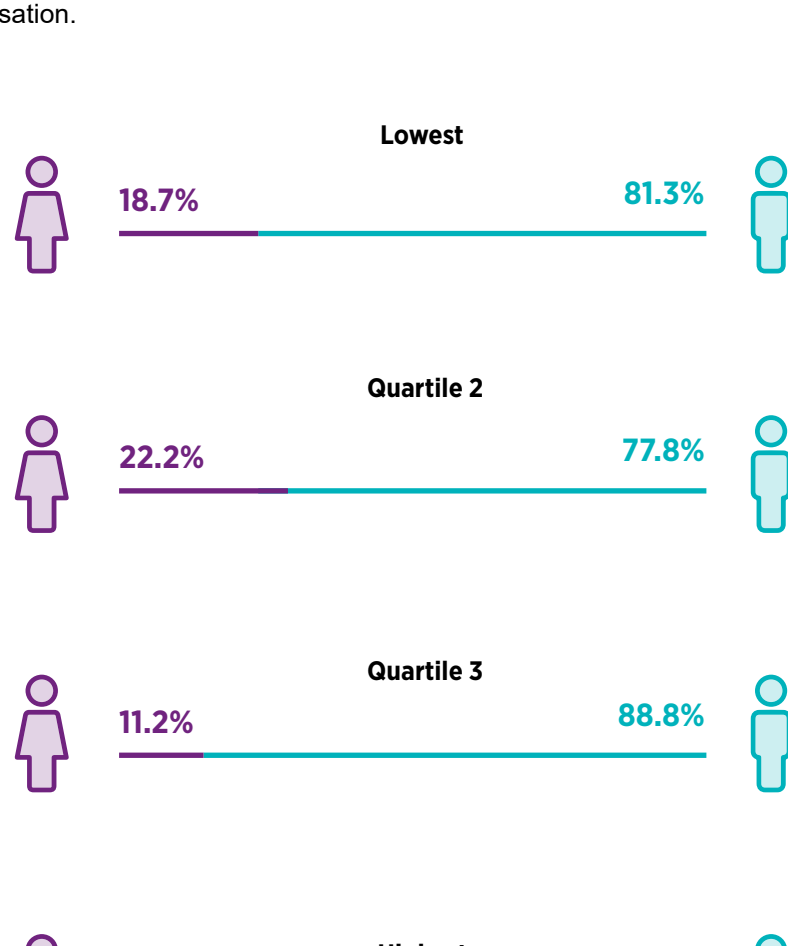
Fundamentally what continues to drive our gender pay gap is the number of female employees in our business. Our current gender split is 84% male, 16% female as a whole, with varying representation within our pay quartiles (see below).

Since reporting started in SMT GB in 2017, the trend in our upper quartile representation has not changed significantly. There have been some gains in female representation in our middle quarters (5% increase in each area), and a decline in female representation in our lower quartile (a decrease of 5%).

The construction and engineering industry continues to struggle to attract women, however we continue to look for and follow advice from leading institutions, whose research helps guide our Gender Pay Gap Action Plan.

Pay Quartiles

Pay quartiles show the percentage of men and women employees in four equal sized groups based on their hourly pay. This gives an indication of women's representation at different levels of the organisation.



Bonus Pay Gap

In SMT GB, women earn £1 for every £1 that men earn when comparing median bonus pay. When comparing mean (average) bonus pay, women's mean bonus pay is 26.3% lower than men's. The proportion of employees who were paid a bonus:



Gender Pay Gap Action Plan

How we are closing our Gender Pay Gap

In 2021 we launched our 'Values' framework which highlights and focuses our people in embracing diversity in ethnicity, culture and personal lifestyle. Diversity and inclusion is now central to our executive reporting.

We continue to work on our family policies including career breaks, flexible working and further enhanced maternity, paternity, shared parental and adoption policies.

We have, and continue to work with our recruitment teams on more inclusive candidate tools and developing hiring manager guidance and training to ensure bias is understood and removed.

We have introduced a fairer and more objective pay policy for our employees which includes transparency around pay grades.

More than the Gender Pay Gap

In 2021 we invested in a new HR Information System which supports our view that data is key to helping us understand our people and business further. As our reporting evolves, we will report on other diversity characteristics (ethnicity, age, health and wellbeing). Our objective is to be open and transparent in our data and the progress we make (good and bad).

As always, there is a lot more to do, and we'll continue to work hard to make SMT GB a great place to work, where our mix of people feel able to be themselves, regardless of personal make-up and lifestyle.

*Office for National Statistics 2021 Gender Pay Gap (updated provisional) Data Set [\[link\]](#)
+ Examples include 'Advice for Engineers to Close the Gender Pay Gap, Institution of Civil Engineers [\[link\]](#)