



DYER & BUTLER

A part of MGroupServices

Gender Pay Gap Report

2022/23

Foreword



Mike Evans

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Dyer & Butler has made fantastic progress in reducing its gender pay gap from last year's report but we know that there is more to do to ensure everyone has the opportunity to reach their full potential.

We continue to champion that, if we are to grow and succeed, our employees need to feel motivated and fulfilled in their careers. We need to create an inspired and diverse workforce. I am very proud of the work that our ENABLE Network is doing to raise awareness and help shape our people strategy.

Through our ENABLE Network and 5C programme, we are committed to creating opportunities and reducing the gap for women at every level.

We want everyone to feel empowered and engaged in all parts of our business and look to foster honest and open discussions regardless of role and gender to enable our people to achieve their full potential.



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

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 includes 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 men and women in each.

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 a 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 and women 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.



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 600 employees.

Gender Pay Gap & Bonus Gap

Dyer & Butler

	2022 Return	2023 Return
Mean Gender Pay Gap %	36.92	25.85
Median Gender Pay Gap %	39.84	31.43
Bonus Mean Gender Pay Gap %	88.49	71.70
Bonus Median Gender Pay Gap %	73.23	29.89

	2022 Return		2023 Return	
	%F	%M	%F	%M
Proportion Receiving Bonus	75.00	72.52	6.38	34.07

Quartiles

	2022 Return		2023 Return	
	%F	%M	%F	%M
Lower Quartile	51.85	48.15	41.32	58.68
Lower Middle Quartile	25.93	74.07	15.83	84.17
Upper Middle Quartile	16.05	83.95	9.09	90.91
Upper Quartile	5.00	95.00	10.00	90.00

Our Approach To Closing The Gender Pay Gap

We are delighted to share the progress we've made in addressing our gender pay gap over the past year. Through concerted efforts and a range of initiatives, we have achieved an 11 percent point reduction, marking our most significant advancement in the past three years.

At the heart of our success lies the growth of our ENABLE Network, which was established in 2021 with the aim of placing people equity at the forefront of our organisational agenda. The ENABLE Network has instigated a positive cultural shift, ensuring that the voices of under-represented groups are not only heard but amplified.

The "B" in ENABLE stands for "Breaking Gender Bias," signifying our commitment to effecting tangible change. Over the past 12 months, our Network has undertaken comprehensive reviews of our policies, modernising them to promote fairness and equity. We have ensured that our benefits are distributed fairly and that pay is benchmarked transparently for all promotions and reviews, valuing skills and competencies rather than job titles, qualifications, and work history equally.

Our recruitment strategies have evolved to actively attract female talent across all levels. Initiatives like our Bricklaying Academy aim for gender parity by collaborating with schools and colleges to broaden opportunities. We are steadfast in our dedication to diversifying our talent pool, actively promoting diversity in our workforce.

Furthermore, our STEM ambassadors are reshaping narratives in schools and communities, advocating for inclusivity and participation for all. Our switching Yellow to Orange Campaign facilitates career progression by providing visibility of opportunities for women, particularly in traditionally male-dominated fields such as aviation and rail.

Collaboration with other Divisions across M Group Services led to the establishment of our Women's Network, alongside the hosting of Women Empowerment webinars

and active support for events like International Women's Day and Women in Engineering.

This year, our leadership team launched the 5Cs program, our four C -CHALLENGE is about openly challenging decisions and behaviours, fostering a culture of fairness and equity in our organisation's daily operations. We recognise that behaviours are foundational to our workplace culture, and our commitment to fairness and equity underscores every aspect of our operations.

In conclusion, our progress in reducing the gender pay gap and fostering an inclusive culture reflects our unwavering commitment to diversity, equity, and inclusion. As we continue on this journey, we remain dedicated to creating a workplace where everyone has the opportunity to thrive and succeed.

ENABLE Network



Established in 2021

Closing Statement

We are pleased to demonstrate the effort and successes we continue to make across Dyer & Butler. Breaking the gender bias and creating a fair workplace involves recognising and challenging stereotypes that can disadvantage individuals. Our aim is to continue to make our business an environment where all voices are valued and respected equally. Removing barriers to gender equality can lead to greater diversity, innovation, and overall wellbeing in society and the workplace.

Each year, we conduct our People Opinion Survey where we ask all our employees about their thoughts and experiences working with us. We care about our people and as a result, we recently launched our internal People Newsletter. This provides us with an opportunity to regularly update everyone in our business on what we are doing to improve their experience.

As well as this, we also attend careers events across the UK where we interact with people of all ages and show them the career paths available to them if they choose to apply for a career with us.

We have by no means reached the end of the journey to address pay disparity but we're striving to make a positive difference and leave a lasting legacy.



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