

Gender pay gap report 2019/20



Introduction

At Highways England we are committed to building an inclusive culture that encourages, supports and celebrates diverse voices from across our organisation.

We want to create a workplace where everyone feels valued and empowered to fulfil their potential. In the last year, we have taken positive steps to encourage gender balance across the organisation.

Our mean gender pay gap is **5.9%** which compares very favourably to the public sector benchmark of **12.1%** and the national private sector benchmark of **16.0%***.

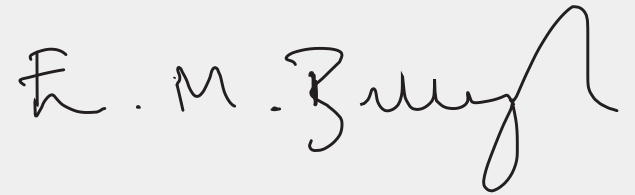
In addition our median gender pay gap is **2.2%** and also compares well to the public sector benchmark of **10.7%** and the private sector benchmark of **15.9%**.

Our mean gender bonus gap has improved to **7.7%**. This takes into account payments made to our people as part of our recruitment referral scheme.

In the last year we have seen an increase in female employees recommending Highways England as a place to work. Our board diversity policy has given us a board with a gender split of 50:50.

Moving forward we know with the right initiatives in place we can continue to focus on our pay gap and make positive changes to support our people.

I, Elaine Billington, Human Resources and Organisational Development Director, confirm that information in the report is correct.



Our results

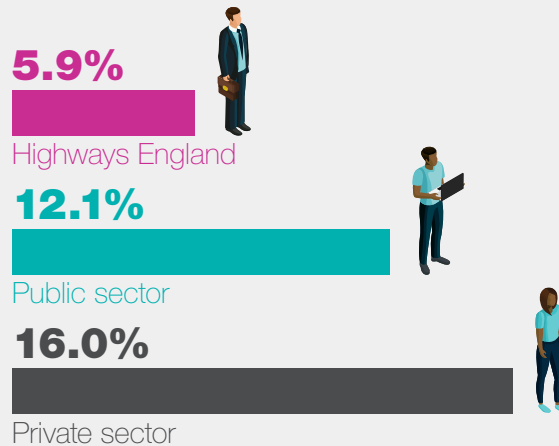
**AT HIGHWAYS ENGLAND
ENGLAND
OUR MEAN
(AVERAGE)
PAY GAP IS
5.9%**

**OUR MEDIAN
(MIDDLE)
PAY GAP IS
2.2%**

Gender pay

Highways England's gender pay gap in comparison to the **public sector** and **private sector**

Mean (average)

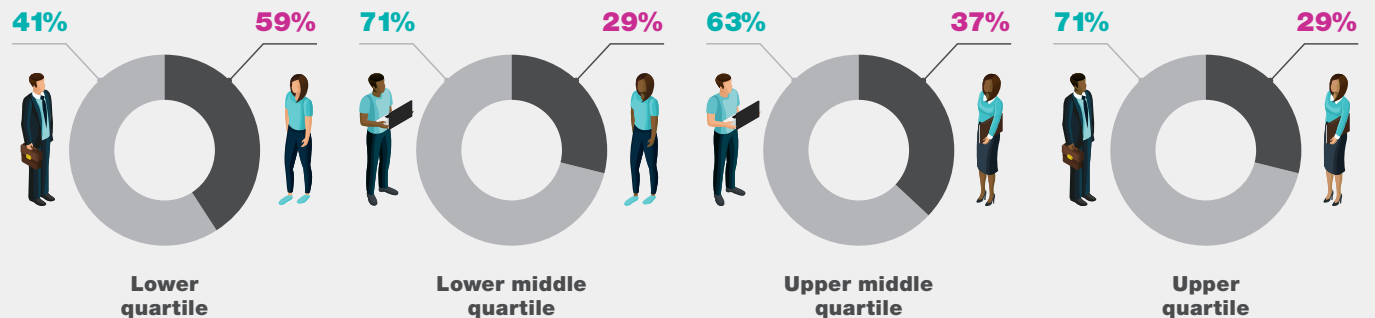


Median (middle)



Pay quartiles

Proportion of **males** and **females** in each pay quartile



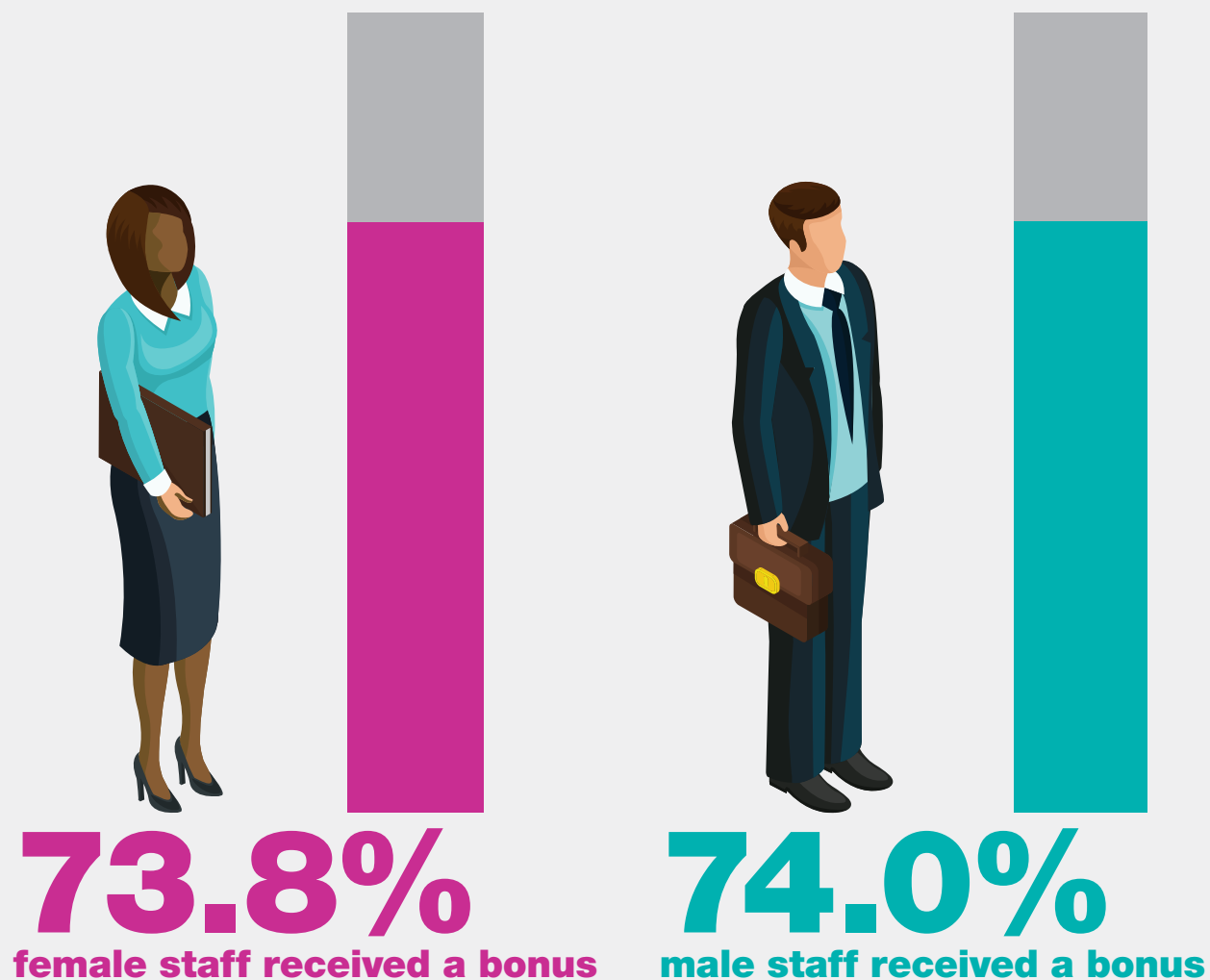
Our results

**AT HIGHWAYS
ENGLAND
OUR MEAN
(AVERAGE)
BONUS PAY
GAP IS
7.7%**

**OUR MEDIAN
(MIDDLE)
BONUS PAY
GAP IS
-3.4%**

Bonus pay gap

The **proportion** of female and male staff **receiving a bonus payments**



Our commitment

We continue to drive our equality, inclusion and diversity (EDI) agenda to ensure we can provide an inclusive working environment which enables all our employees to thrive.

Here is a summary of some the activities we have focused on to make a difference at Highways England:

- We are proud to have achieved our Silver Clear Assured benchmarking status in recognition our approach to inclusion in the workplace, particularly within our inclusive recruitment processes
- We foster a culture of diversity and inclusion by actively supporting our growing employee networks. Our networks include Leading Women; LGBT+; BAME; Menopause and Hormone Conditions; Armed Forces and Veterans; Access for All; as well as establishing two new networks in the last year to represent carers and part-time workers. We are using our networks to help attract broader talent to join the organisation and promote their role within our on boarding and induction process to help people settle in quickly
- Moving forward we will continue to listen to and expand our employee networks as well as centralising our EDI activities to ensure we maximise their impact
- We are developing a set of targeted EDI objectives to align with our next road delivery period with a continued focus on building an engaged and inclusive workforce.
- We have been concentrating our efforts on increasing the diversity within senior positions and front line operations which is where our representation is lowest
- We are proud to have won an Employers Network for Equality & Inclusion award in recognition of our returners programme which specifically focuses on encouraging women back into the workplace following a career break. 95% of those who participated initiative have remained in the business after the six-month programme.
- We have established a Regional Control Centre attraction programme incorporating a salary increase, flexible working and recruiting through a dedicated outsourced partner
- We have continued to focus on attracting apprentices and graduates from a diverse set of backgrounds into the business, helping break down the barriers of the traditional male dominated engineering environment
- We support the development of talent across the sector through our joint working on the strategic apprenticeship task force, led by Department of Transport to deliver on the commitments in the Transport Infrastructure Skills Strategy.

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