



# Gender Pay Gap Reporting

People who care



## Foreword – Mick Williamson

At Fortem, we care passionately about performance, development and careers, but more importantly we are proud to provide a fantastic place of work where our people develop friendships based on a mutual respect and care for each other. This has been acknowledged through our attainment of the Investors in People Gold standard.



INVESTORS  
IN PEOPLE

Gold  
Until 2018

We pride ourselves on rewarding people based on their talent, values and behaviours. It is our values and behaviours that underpin everything we do and this is reflected in our Gender Pay Gap which is significantly lower than the national average of 18.4%<sup>1</sup>.

Whilst we are very proud of our Gender Pay Gap of 1.9%, we believe there are always opportunities to make improvements and are committed to continuing to foster an inclusive culture which supports diversity.

Our people are at the heart of our business and we care about supporting them to achieve their full potential. We are committed to ensuring Fortem is a place where our people can develop, no matter their background, their gender or any other characteristic. We have a long and successful tradition of developing our people throughout the business from skilled trade roles through to senior leadership roles and we are proud of the opportunities we have created for so many. Developing and investing in talent forms a key part of Fortem's strategic aim, through 'growing our own' and actively providing opportunities for training and development for all.

<sup>1</sup>Source: Office for National Statistics Annual Survey of Hours and Earnings: 2017 provisional and 2016 revised results

## Company Background

We are a family owned, national contractor employing around 1,000 people. In conjunction with a carefully selected number of partner suppliers and subcontractors we deliver high quality new build, capital investment, refurbishment, reconfiguration, planned maintenance and reactive maintenance to a large number of valued clients across the housing, blue-light, education and care sectors.

In addition, we have industry-leading Energy Services expertise, specialising in making homes more energy-efficient, cheaper and easier to heat. We have an established track record of improving communities and creating better places for people to work and live.



Over 40% of our current Management Trainees are female – 3 times the amount in 2015



# What is the Gender Pay Gap?

The Gender Pay Gap measures the difference between men and women's earnings across the business by expressing women's pay as a percentage of men's pay.

## How are the results calculated?

The figures below show the mean average and median gender pay gap, based on the hourly rates of pay for men and women in each of the businesses listed, and the difference between bonus payments made in the 12 months preceding 5 April 2017.

## What is the mean Gender Pay Gap?

Mean pay is the difference in the average hour's rate of pay between men and women in the business, regardless of role.

## What is the median Gender Pay Gap?

If you were to imagine two lines of employees, one being male and the other female in order of pay (highest to lowest), the median gender pay gap compares the pay of the female in the middle of their line to the male in the middle of their line.

## Equal pay for equal work

Equal pay differs from the Gender Pay Gap. Equal pay focusses on the difference in pay between men and women who carry out the same or similar tasks. We are confident that all our people are paid equally for equivalent jobs, as we recruit and reward on talent and values and behaviours. In addition, we complete regular reviews to ensure that there are no disparities in pay between men and women.

## Gender Pay Gap

Our 2017 pay gap is 1.9% which is significantly lower than the national and industry gender pay gap.

We are very proud of our results as we have worked hard to ensure that our values and behaviours are at the heart of our business, which is reflected in our gender pay gap.

## Women's hourly rate is

1.9%  
LOWER  
(mean)

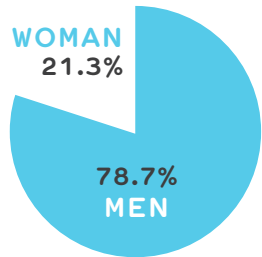
7%  
LOWER  
(median)



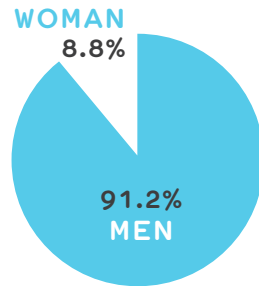
## Pay Quartiles

The charts show the distribution of gender across four equal quartiles of pay from the lowest 25% of earners to the highest 25% of earners. For example the highest 25% of earners in our overall business consists of 21.3% female and 78.7% male. This shows that the largest percentages of women within Fortem fall within the lower pay quartile and upper pay quartile of roles within the business.

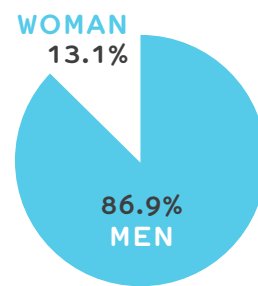
### Top quartile



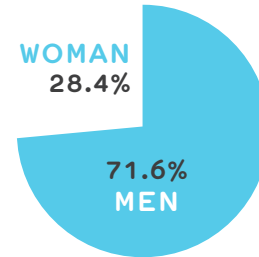
### Upper middle quartile



### Lower middle quartile



### Lower quartile



Leadership is vital to ensuring that our culture is embedded in the business, from the service provided to the way in which decisions are made. Our culture not only helps our people feel valued but also feeds into our diversity and inclusion. We equip and empower our leaders to attract, retain and develop a more diverse workforce through a series of in-house developed leadership academies run through our 4Life Academy, which our leaders complete to equip them with the skills and approach valued by Fortem.

## Proportion of employees awarded bonus in year 2017

The figures below show the proportion of men and women who received a bonus for their performance in 2017 financial year which demonstrates that all employees have an equal opportunity to earn a bonus payment.

### Women's bonus pay is

**23.2%**  
LOWER  
(mean)

**59.8%**  
HIGHER  
(median)

### Who received bonus pay

**68.6%**  
OF MEN

**69.7%**  
OF WOMEN

## 4Life Academies

At Fortem we are passionate about improving skills and employment chances through training. In 2013 we opened our 4Life Academy in Birmingham and in 2018 are opening a second facility in Dinnington; both are centres of excellence for learning and development. Our qualified, experienced tutors deliver courses that range from one-day programmes to four-year apprenticeships. All areas of construction and building services are covered, as well as office skills such as IT and management.

## Our People

Here's what some of our people have to say about working at Fortem:



**Mel Simon**, Health & Safety Regional Manager

“The last 11 years or so has been a rollercoaster, but one I would do all over again if given the opportunity. I work alongside people I call ‘family’ because over the years that’s what this business has become to me, family. The support, opportunities, team spirit, values, generosity (I could go on) is so unique and could only be found at Fortem.”



**Danny Essex**, Operative

“Whenever I have encountered a problem or required some advice I feel reassured knowing I can always turn to a helping ear, someone is always willing to help/listen, whether it be my supervisor or manager or even the directors, I feel there is always someone there like a guardian angel sat on my shoulder.”



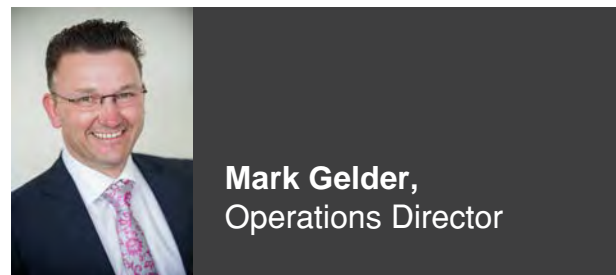
**Louise Collins**, Acting Head of HR

“We are confident that our management trainees have exceptional potential to become the future leaders of the business, and with over 40% of the current trainees being female this provides a great selection of females to progress into senior roles.”



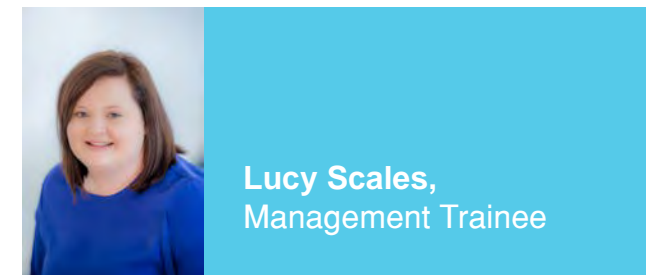
**Claire Holland**, Head of Central Support

“We’re proud to be able to say that last year 11% of our apprentices in Fortem were female, which is 6 times the current industry average.”



**Mark Gelder**, Operations Director

“The main reason I love working at Fortem is because of the investment and development we put into our people, whether it is through apprenticeships, management traineeships or developing people to achieve their aims and aspirations.”



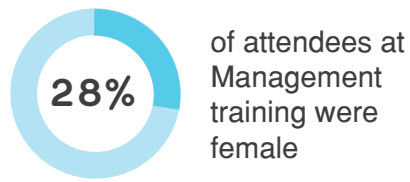
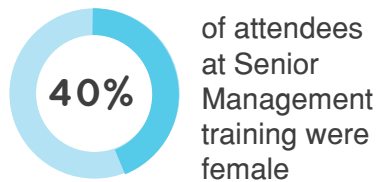
**Lucy Scales**, Management Trainee

“Winning Fortem’s Got Talent has changed my life; the scheme has already opened so many career opportunities for me. The people I have met along the way and the support I have been given has been incredible. I would recommend this scheme to anyone!”

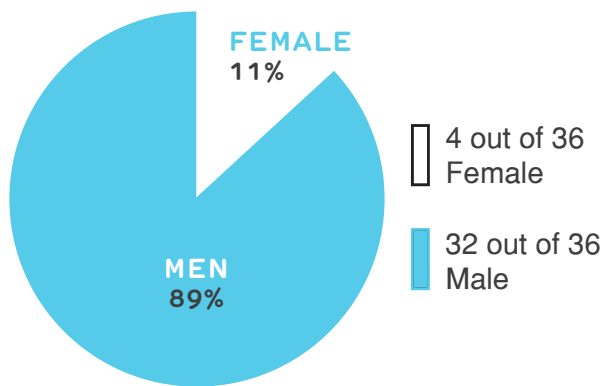




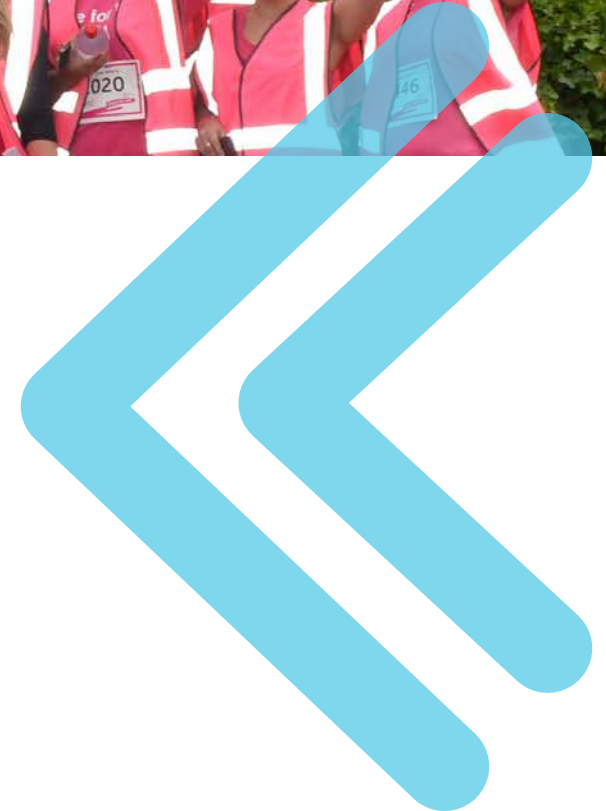
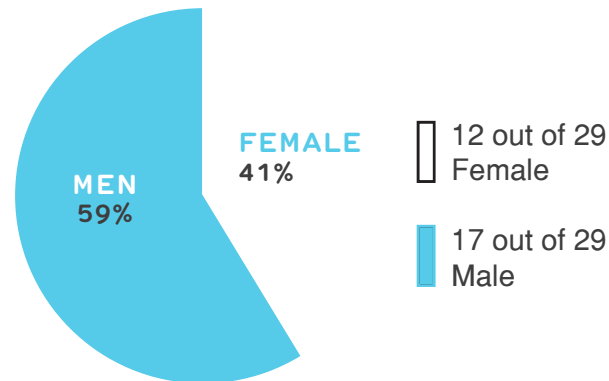
### Leadership Academy - % women attending



### Apprentices in 2017



### Management Trainees in 2017



“We conduct regular people reviews to identify talent and support their development”



We are reporting on Fortem Solutions Limited (04638969).

I confirm that our data has been calculated according to the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

*M J Williamson*

Managing Director



**FORTEM**

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