

GENDER PAY GAP REPORT 2021





Executive summary

From humble roots we've grown successfully over the years, partnering with the construction industry to help it meet the increasing challenges posed by new regulations, climate change, sustainability and new trends in city living. We've been able to sustain this growth, quality of our services and innovative standpoint through one vital component; the people we employ.

The industry we work in is predominantly male orientated, but like many factors and developments affecting the world's construction industry employers, and indeed employers in general, it seems that the balance between employee gender is narrowing. And by association, so too can be said of the employer gender gap.

Naturally, as society has become more diverse and the recognition for equal rights has exponentially improved, the gender pay gap is a subject that's firmly in the spotlight. Women in particular have historically been paid less than men whilst performing comparable jobs within similar roles. Of course, this situation is thankfully in transition, with data reflective of these improvements on a more diverse trajectory year-on-year.

At the Genuit Group, we acknowledge and accept we are on a journey, a journey that we must ensure creates longevity in its approach and reflective of our society, both today and in the future. We'll continue to work to ensure our people, with shared values and with a fully inclusive attitude, collectively build an even stronger business, whilst we seek to create newer and more exciting opportunities in a more diverse world.

Our colleagues are all central to making this happen. Our teams are working hard across our communities, the education sector, and within our recruitment strategies to ensure the Genuit Group creates sustainable and transparent pathways and practices to enable a diverse balance of employees across all our businesses.

We seek to create new opportunities and fair remuneration for everyone, providing individual and group development programmes through our talent pipeline, whilst understanding that working towards true gender balance will put us in a place of strength for opening up new opportunities for everyone.

Together, we are the Genuit Group.

A handwritten signature in dark ink, appearing to read 'Martin Payne'.

Martin Payne
Chief Executive Officer



Terminology explained

Gender Pay Gap Regulations (Gender Pay Gap Information) came into force in 2017 as part of the Equality Act of 2010, and requires organisations with 250 or more employees to report annually on the difference between average and median levels of pay for men and women. This difference is known as the 'gender pay gap'.

This report details our metrics as of the 5th April 2020 (the mandatory snapshot date), and summarises the activities of the Genuit Group in that year, taking account of all its UK legal entities and their data, at that point in time. The measures implemented, including the furloughing of a number of employees, did provide for enhanced pay agreements over and above government minimums. However, this decision did impact our data for Gender Pay Reporting purposes.

Our furlough approach, to ultimately protect jobs and retain skills and capabilities, was applied fairly and consistently, and where operational work continued, albeit at a much lower level, we listened to our employees to ensure that we supported them as much as possible throughout a very difficult time.

As our operational workforce reduced, these factors typically affected our male workforce more than our female workforce, so this will have some effect on our pay data for the period. This means we may well see a small skew in our data this year and a realistic adjustment in next year's 'normal' data period when all employees are included.



Gender Pay Gap versus Equal Pay for work of equal values

The Gender Pay Gap is based on an analysis of mean and median data across male and female employees. Equal pay is when a man and woman doing the same job and/or work of equal value receives the same pay. These two definitions should not be confused.

Median Pay Gap

The Median Pay Gap is the difference in pay between the middle ranking woman and the middle ranking man. If you place all the men and women working at a company into two lines in order of salary, the median pay gap will be the difference in salary between the woman in the middle of her line and the man in the middle of his.

Mean Pay Gap

The Mean Pay Gap is the difference between a company's total wage spend per woman and a total wage spend per man. The average is established by taking the total wage bill for each and dividing it by the number in each.

Benchmarking

The Genuit Group of companies does not discriminate between men and women. Salaries are checked regularly and both internal and external benchmarking is undertaken. The Genuit Group supports the principles of equality of treatment in employment and remains committed to ensuring all our employees are treated fairly and equally.

Referring to the regulatory requirement, all full pay-relevant employees have been included in the data. This means, for the purpose of applying the regulations, employees who were furloughed at the time are excluded from the 2020 data.

COVID-19 impact 2020 and beyond

The economic reaction caused by COVID-19 dealt a major blow to most industries including the construction and infrastructure sectors. The Group responded positively and effectively to reduce the impact on our businesses and applied a well thought out approach to handle the economic burden whilst also securing jobs.

The Genuit Group UK legal entities

The Genuit Group has a collective portfolio of businesses which provide services and products that facilitate positive outcomes to the Construction Industry.

Each business under the Genuit Group works to the same philosophy; working together as one to always find the best solutions in water and climate management. All these names have their own important equity, recognised as professionals and experts in their given markets, but we help one another to leverage each other's successes, and open a whole new world of opportunities for us all. Whilst delivering a better world for everyone. And that truly means 'everyone', whoever they are within our businesses, to whoever they are in the wider world. We don't discriminate and we ensure our business goals include working to make a change in the Gender Pay Gap.

 **Polypipe**
Building Products

 **Polypipe**
Building Services

 **Polypipe**
Civils & Green Urbanisation

 **nuaire**

Manthorpe

 **Polypipe**
Italia

 **Polypipe**
Ulster

 **DOMUS**
VENTILATION

 **ADEY**

 **Polypipe**
International

 **permavoid**

 **ufcm**
UnderFloor
Climate
Management

 **surestop**
Protecting property from the risk of water damage

 **Polypipe**
Middle East

 **ALDERBURGH**

 **Nu-Heat**
Feel the difference

 **Polypipe**
Offsite

 **Polypipe**
Merchandising Solutions

 **PLURA**
INNOVATIONS
POLYDECK

Whilst not all of the Group's businesses are included in the data reported due to recent acquisitions or non UK bases and therefore not eligible for data analysis, each one works within the goals set by The Genuit Group. The legal entities (or businesses held by the Genuit Group UK), included in the data snapshot of the 5th April 2020 can be seen here.

How we address the pay gap

The Genuit Group understands that a diverse workforce is essential to meeting our everyday demands. Diversity in gender and gender preference brings new ideas, opinions and enables us to think on a more diverse level too. The Genuit Group's pay approach, therefore, is designed to acknowledge that, and brings salaries in-line with that of ability, comprising job role, experience and development. Our remuneration structure is derived from a combination of base pay, benefits, bonuses and share incentive schemes, and based on an individual's ability, not their gender or gender preference.

Our latest information illustrates a positive shift in our data compared to last year and prior reports. It's encouraging that our activities and efforts are evidencing true and diverse change within our workforce and that they remain on the right trajectory to achieve our long-term objectives.

Whilst we are able to evidence a positive shift in our gender pay balance data, it remains important to note that the mean average of 13.62% difference between men and women does not reflect any inequality within our pay structures, but is reflective of our company demographic, whilst considering the gender split across the business by quartiles.

Whilst the median pay percentage of 9.88% is showing an improved position from last year, this greater-than-normal positive shift is likely reflecting our skewed furlough position at the snapshot data point, and unfortunately not a clear and true reflection of our present workforce demographic and full head count number.



Our median pay position does however compare favourably against the UK national median pay gap at 15.5%, as cited in ONS data. Our data also evidences a positive shift in females moving from the bottom quartiles into the higher quartiles with a 3.8% increase in our upper quartile in 2020, evidencing more females moving into higher paid roles.

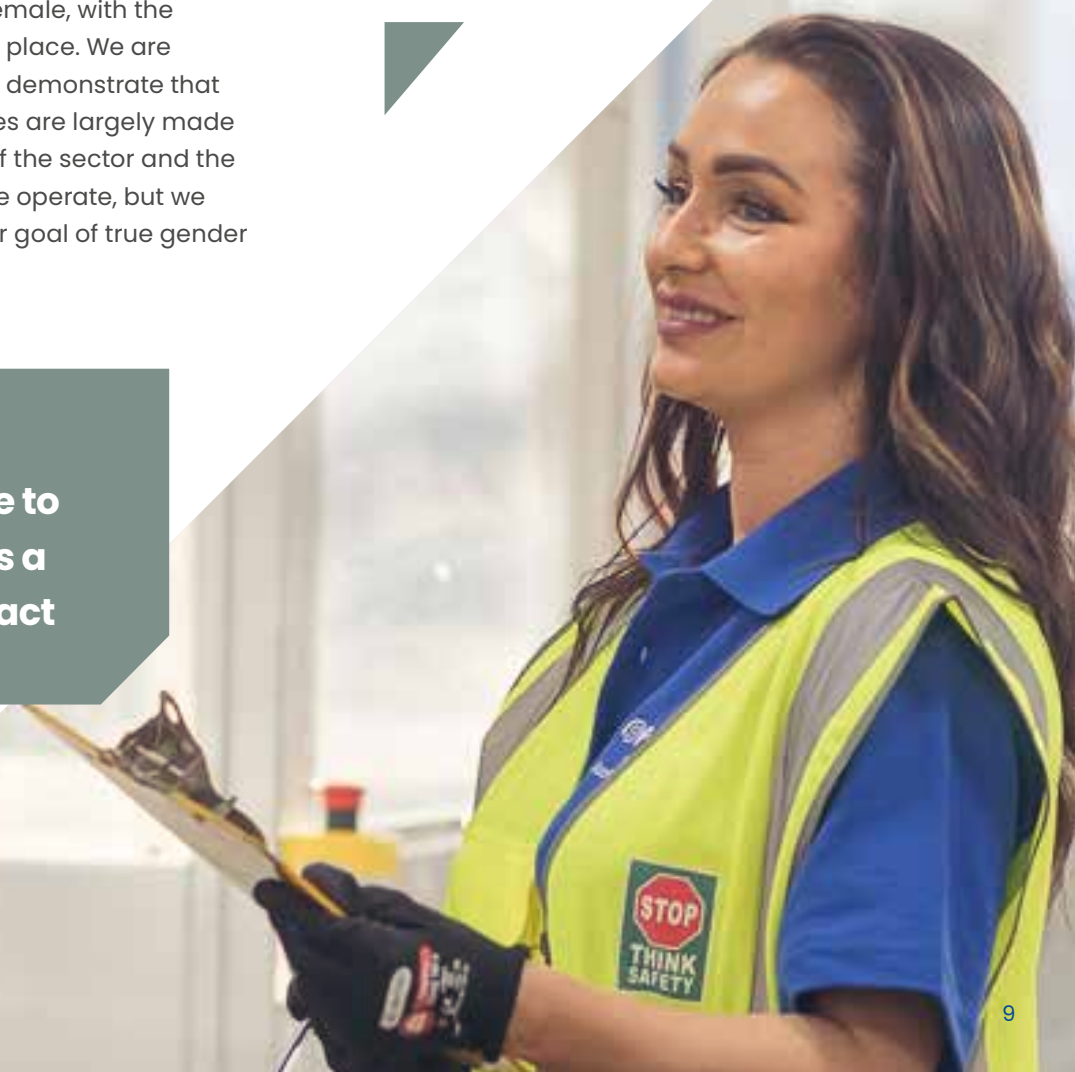
We believe our initiatives continue to contribute towards a more positive impact, with year-on-year progress of female development and promotion within our businesses. Our information also emphasises proportionally more women receiving bonus pay.

Our reward structures do however continue to skew the bonus data being reflective of our workforce proportionally more male than female, with the performance bonus structures in place. We are fully aware our data continues to demonstrate that predominantly our upper quartiles are largely made up of males, which is indicative of the sector and the history of the industry in which we operate, but we will continue to move towards our goal of true gender balance in the workplace.

We believe our initiatives continue to contribute towards a more positive impact

Whilst we are aware of the historical factors that have contributed to this gender split, the company continues to actively address this issue with several supporting initiatives. Our female STEM leaders attend fairs, schools and colleges, to enlighten female students about Science, Technology, Engineering & Maths, how they can develop their future careers in this area, and in doing so, encourage more girls to consider STEM as a viable and lucrative career choice.

This initiative would be performed in conjunction with our internal development programmes and opportunities.



How we address the pay gap

Median & Mode Gender Pay Gap

(2020)

Median

Men earned

9.88% more

than women in 2020

Key Statistics

- Figure for 2020 down from 13.56% in 2019
- UK median for 2020 is 15.5%
- Genuit Group operating 5.62% below
- UK median



Mean

Men earned

13.62% more

than women in 2020

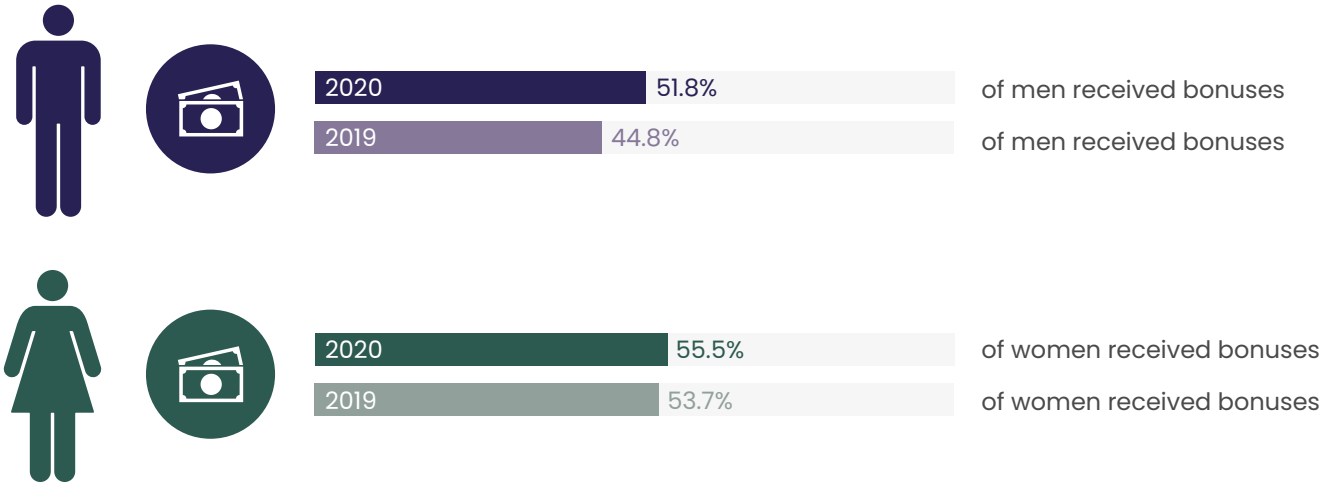
Key Statistics

- Figure for 2020 down from 19.66% in 2019



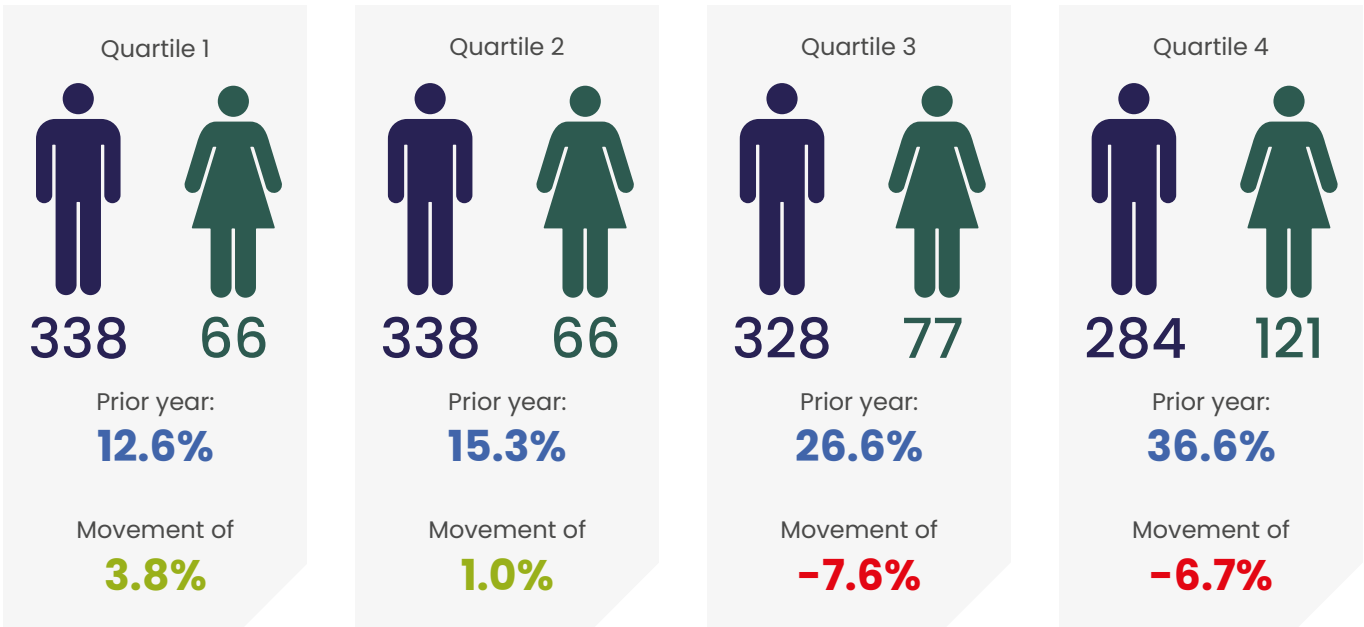
Who Received Bonus Pay

(2020 vs 2019)



Proportion of Women in each Pay Quartile

(no. of heads)



Making a difference

At Genuit Group we help create a better built environment, by developing and producing sustainable solutions focused on the key challenges faced in water, climate, and ventilation management. Sustainability is our core focus, in both our commercial offering and our people strategy, driving innovation, discovery and development. And through diversity of thought, we are able to deliver a better place to work, better products, and a better business.

We recognise that our key stakeholders and our people have a vital role to play in the Group's future and we remain committed to creating a fair and inclusive environment and workforce where all individuals contribute to the benefit of the business and its success. And we periodically review our recruitment practices, our learning and development plans and our apprenticeship and graduate initiatives. This enables us to be more consciously aware of the impact of unconscious bias during recruitment and performance discussions and decisions.



Our future pipeline

We are particularly proud of supporting the successful opening of Doncaster University Technology College. Located close to a number of our businesses and one of our largest manufacturing locations, the College will help enable a recruitment pipeline of gender balanced talent from its engineering, digital and STEM-based specialisms.

This project has been fundamental to our core initiatives in addressing gender imbalance in specific industries and pipelines. Youngsters' future interests, both male and female, are partly driven by parental input, educational provision and their first experiences of the world of work. It is our corporate responsibility, therefore, to address any unconscious gender bias when promoting future job opportunities, especially within sciences, engineering and technically biased roles, and we intend to continue to shape early gender perceptions.

Working closely with the development of the University Technical College, developing industry partnership projects and supporting the wider curriculum provision, we are seeking to ensure that it offers fair and equitable opportunity in subjects all students can enjoy, which the Group intends to draw its future apprenticeship pipeline from.



The Genuit Group objective is to initiate changes that will enable longevity, and work at all levels of society. We are working to educate and create a diverse talent pipeline fit for the future.



Our people Our policy

The bedrock for the success of our businesses has always been our people. Each and every one of us is responsible for the solid businesses we have today, calling upon our shared values of a straightforward, straight-talking attitude, and a genuine desire to create a better future through ingenuity, collaboration and initiative.

Our internal company practices are based on talent, progression and the needs of the wider business.

Our focus is around offering every employee equal opportunity



Female development focus

Partnering with the #YesSheCan campaign, we launched a Programme that offers a learning experience to our female leaders to break through any limiting beliefs they may have or perceptions of inability, to inspire them to believe in what they can achieve, and as a result, provide them with the tools and confidence to succeed in their ambitions and career plans for the future. We'll be focusing on similar specific and targeted type schemes to ensure we are providing the best development opportunities for all gender groups within the business.

#YesSheCan



Our employees say it best

Sometimes the real voice of the business, our people, is the best way for us to understand how well we are doing in making them feel valued. Here are just two of our Genuit Group employees who've really made a difference to their careers and to the continued success of the businesses they work for.

Aynsley Bolt
Ventilation and Climate Division



I started working at Nuaire in 2008 as a Senior Credit Control Advisor. During my time with Nuaire, I have had the opportunity to develop, progress and ultimately be promoted to my current position of Credit Control Manager.

I have been afforded a wealth of support and training to assist me on my journey working with an experienced team whose goal is to minimise risk to the business by ensuring timely cash inflows and all aspects of debt management.

The nomination to undertake the Leadership Development Programme was a fantastic opportunity to develop new skills and build on the experience gained during my time with Nuaire. The engagement of the cohort and leadership sponsors provided ample opportunity to network with senior people across the business, sharing experiences whilst naturally coaching each other.

The Programme provided ample opportunity to engage with others and develop a greater understanding of the diversity and wealth of experience available. The Programme has given me a greater sense of confidence in my abilities and provided me with the tools to identify and improve on personal areas of weakness.

Overall, the LDP enabled me to reflect on my working practices, develop new ways of thinking and inspired me to implement changes in my day-to-day leadership.

Marina Cemberji
Polypipe Building Services



I joined Polypipe Building Services four years ago as an Injection Moulding Operator. Within six months I was promoted to the role of QC inspector, a role that I enjoyed for two years. I was 23 years old and that was my first real interview for a Promotion. That was the catalyst to my confidence becoming stronger and the journey I am on now.

After six months with Polypipe Building Services my confidence increased, and when presented with an opportunity I applied for the QC inspector role. I have since been promoted to Trainee Production Planner, planning shop orders for the Injection Moulding and Assembly Departments.

The new position provides a great opportunity to develop my skills and my personal ambitions even further, supported by the leadership team who have encouraged and helped me immensely.

I have a well-structured development and training programme that has given me a level of confidence I've never had. The role has also given me the opportunity to meet people across the wider business and Group, who I may not have otherwise met. This has allowed me to learn from their experiences and more diverse ways of thinking.

Today, I am confident to structure and make informed decisions, I have learned skills to manage challenges, and I collaborate with colleagues to resolve them.

I can't wait to see what the future holds.

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