

The drive to be more inclusive and diverse across the industry and everything we do will require collaboration and new thinking. This will involve putting strategies in place for how we are addressing a net zero future, skills shortages, environmental and societal impacts, and new demands from clients.

About gender pay gap

Gender pay gap reporting

All UK employers with 250 or more employees must extract their gender pay gap data on the snapshot date of 5 April every year. We then have a year to report this information.

We must report separately for each of our legal entities. For a more detailed look at each legal entity, see page 5.

About gender pay gap reporting

The gender pay gap is the difference between the average pay of all men and women across the business. It captures both the mean and median gender pay gap based on the hourly rate of pay. The gender pay gap is driven by various factors, such as an imbalance of men in senior, higher-paid roles. It is not a measure of equal pay.

Gender pay gap v equal pay

The gender pay gap is different from equal pay. Equal pay is a legal requirement whereby companies must ensure they are paying men and women the same for performing similar roles or work of equal value, as set out by The Equality Act 2010.

Mean and median

The data is calculated by showing the mean and median. The mean is the average, or the total of all hourly rates for all men divided by number of men, and likewise for women. The mean gap is the difference between this figure for men and women, and the median compares the middle pay for a woman with the middle pay for a man when all hourly rates are listed in order. It's important to note that the median is less affected by numbers at the top end of the pay spectrum and gives a better indication of distribution of people across pay ranges.

ISG Construction Ltd

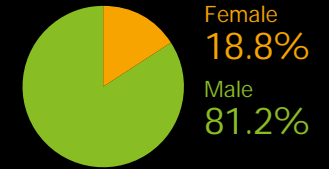
Gender pay gap

Women's hourly rate is

27.4%
lower (mean)

32.7%
lower (median)

Gender balance of workforce



ISG ISG Ltd

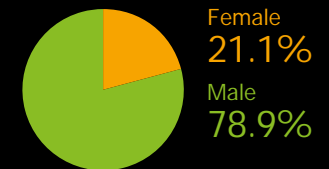
Gender pay gap

Women's hourly rate is

34.4%
lower (mean)

33.5%
lower (median)

Gender balance of workforce



ISG Retail Ltd

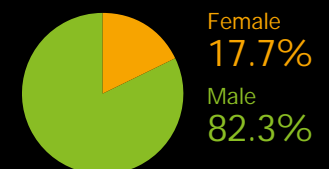
Gender pay gap

Women's hourly rate is

33.4%
lower (mean)

31.0%
lower (median)

Gender balance of workforce



ISG Central Services

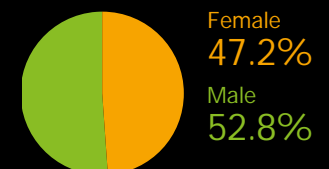
Gender pay gap

Women's hourly rate is

30.9%
lower (mean)

16.5%
lower (median)

Gender balance of workforce



Why is measuring our gender pay gap important?



Chief Operating Officer
and sponsor of the global
gender equity network



Head of Inclusion
and Wellbeing



Growth and Innovation Partner
and co-chair of the global
gender equity network



Design Manager
and co-chair of the global
gender equity network

“Understanding our gender pay gap data enables us to develop strategies to recruit, retain and develop women at different stages of their careers. Women’s earning capacity is affected at different points of their lives and by using the data, we can understand the drivers and proactively intervene at these stages.”

“The gender pay gap is just one data point in reviewing gender equity in the workplace, but it is a very important one. It shows the distribution of men and women throughout the leadership structures and, crucially, it helps to identify areas where we can target improvements as we strive to become a more inclusive business.”

“I believe encouraging women’s development into senior roles and recruiting more women into project and site-based roles will not only help to close the gender pay gap, but has also been proved to improve team performance. As co-chair of the new global gender equity network, I am really excited to support the business in improving gender equity in the workplace.”

“Gender pay gap reporting is really important. Annual reporting and monitoring ensure we are moving in the right direction in terms of closing the gap. Statistics show that over a lifetime women will earn significantly less than their male counterparts – it’s this imbalance that needs to be addressed. ISG has been proactive in improving equality in the workplace by establishing a global gender equity network, offering enhanced maternity pay, and developing family-friendly policies.”

What is our data telling us?

Gender pay gap

The overall trend in our gender pay gap data continues to remain positive, with most of our legal entities improving since we started reporting in 2018.

The percentage of women working across all ISG's legal entities in the UK is one of the highest in the industry, at 23%, and we have a gender-balanced Stat Board.

However, when we look at the types of roles that women occupy, they are more traditionally project or office support roles, or roles within our enabling departments such as in project support, human resources, finance, and



How are we addressing the gap?

Diversity, equity and inclusion (DEI) roadmap

Our DEI agenda is a key enabler on our journey to be an outstanding employer and create a culture where everyone feels recognised, fairly rewarded, and able to grow, develop and be themselves.

Our DEI roadmap focuses on the following areas:

Leadership: Supporting our senior team to lead on the DEI agenda.

Attraction and recruitment: Reviewing recruitment practices to enable us to diversify our workforce and attract the best talent.

Learning and development: Equipping our people with the knowledge and skills to create an inclusive workplace.

Communication and engagement: Implementing an awareness programme to celebrate diversity across ISG.

Policies: Developing a suite of policies to support our DEI agenda.

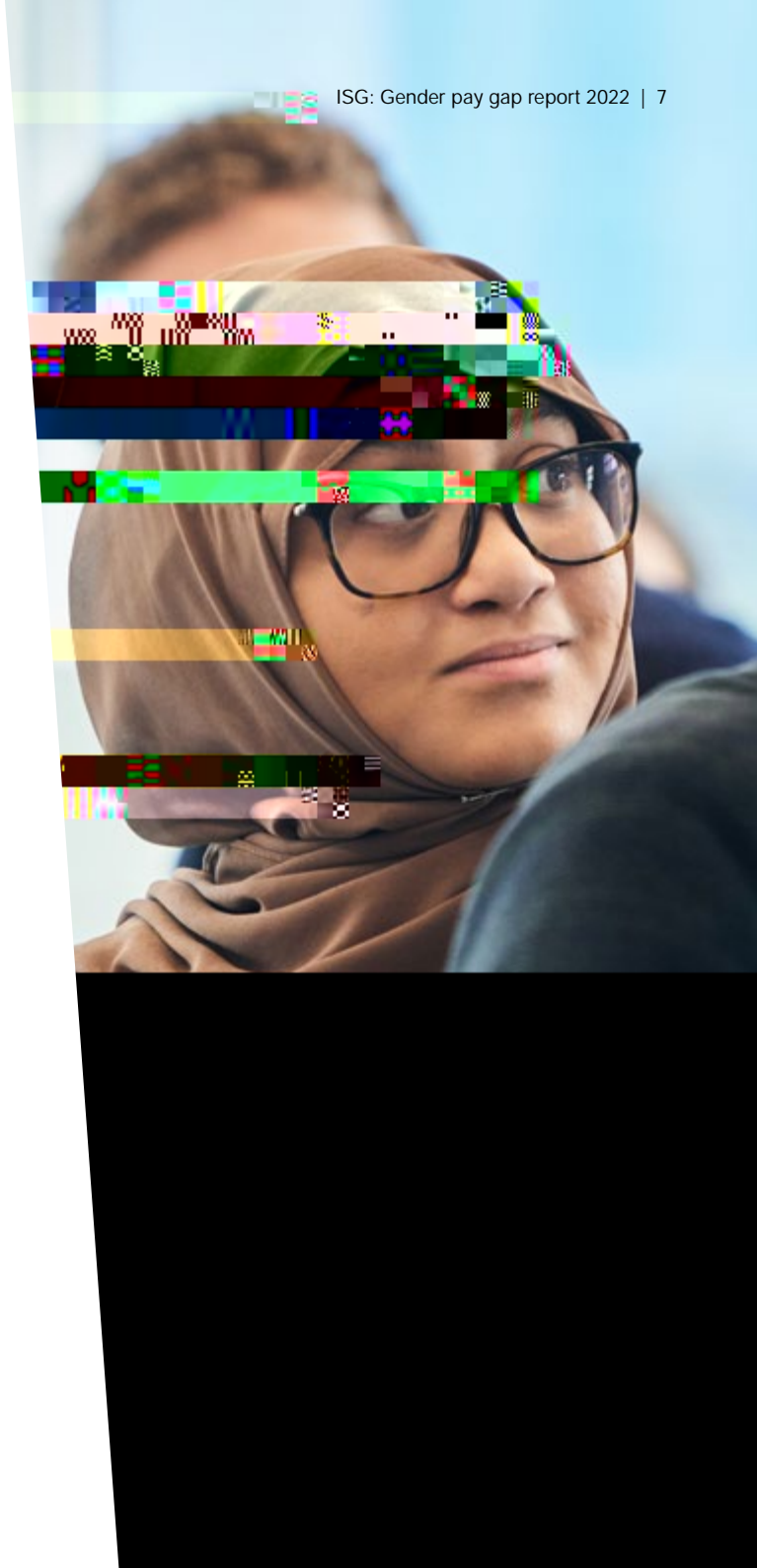
Data: Developing tools to track data and measure our success.

We want to make ISG a great place to work and create inspiring workplaces that enable innovation, collaboration and lasting relationships. We are doing this by providing new opportunities for our people to come together, share their lived experiences, and support us to make improvements.



Lead Design Manager

“As a single woman, I made the decision to adopt a little girl two years ago, and I have to say that the support from my colleagues and ISG has been very positive. As a new mum to a fast-growing young lady, I will always recommend a future career in construction because there is so much opportunity for women. What I have always loved about this industry is that we build real things that improve people’s lives.”



1. Closing the gap between men and women aged over 35 at ISG

Global gender equity network

In March 2023, and coinciding with International Women's Day, we launched our first global gender equity network, to provide a sense of community for women across ISG

2. Increasing the overall percentage of women in ISG

Early careers and outreach

We pride ourselves on ensuring we have a pipeline of bright, capable and driven people who are excited about pursuing a career in construction.

To achieve a better gender balance we continue to invest in our early careers programmes, and welcomed 56 graduates, industry placement students and apprentices to ISG in September 2022, 27% of whom were women, including 50% in industry placement positions. All are already making a positive contribution to the business.

Our World of Work Experience (WOWEX) initiative continues to go from strength to strength. The programme gives students, ranging in age from 14-19+ years old, first-hand exposure to careers opportunities in the construction industry. In 2022 we had 35 students from five schools participate. All students learned new skills from the programme, with many going on to say that they would pursue a career in construction management or the built environment.

We continue to invest time and money in science, technology, engineering and mathematics (STEM) activity, and in 2023 became a STEM Circle Member with the Science Museum. Our BIM technician, Ana Yao Sun, featured in the museum's 'Technicians: The David Sainsbury Gallery', which launched in 2022.

We took part in Build UK's Open Doors initiative again this year, inviting prospective early careers talent and people considering a career change to events hosted at six of our project sites and our head office in London. The events gave people a unique opportunity to gain an insight into live construction sites and discover how the buildings in our communities are constructed. The week also provided a great chance for people to learn about the range of skills and professions needed on site, as well as the raft of office-based roles, careers and people who contribute to what we do.

From BIM technician to Science Museum video star: Ana's life is inspiring the next generation.

Ana Yao Sun, a Building Information Modelling (BIM) technician who joined ISG in summer 2019, doesn't love being the centre of attention. When her name was put forward to front a video for the Science Museum in London, UK, as a representative from the construction industry, she questioned it. She freely admits she was "a bit sceptical but willing to give it a go".

Despite her qualms, Ana's glad she pushed herself and got involved.



Read more about Ana's story by scanning the QR code.



A day in the life of... an assistant design manager. Meet Precious.

Our early careers talent is crucial in ensuring we have a pipeline of bright, capable and driven people to deliver thriving places.

We work with our apprentices, placements and graduates, like Precious Benson, to give them the help they need to build foundations for their careers and reach their potential.

Scan the QR code to find out how we are helping Precious, and our early careers

3. Continuing to support women to progress at ISG so we have greater representation of women at all levels

Developing your career

It is important to us that every employee is given the opportunity to grow and reach their potential at ISG, and we offer a range of programmes and activities to support this.

In 2022 we launched our careers hub on our intranet, to ensure our people have all the information they need to feel inspired and empowered to build something special at ISG.

The hub has been developed to help navigate people's careers at ISG, allowing employees to explore how they can achieve their career goals, and ultimately take actionable steps towards achieving them. We have highlighted the roles of women as part of this, with 66% of our career stories and 50% of our 'A day in the life of...' stories from women.

Our Futures Group programme gives those in the early stages of their careers a chance to create and implement innovative solutions to improve the business. Championed by ISG's Stat Board and senior leadership team, the programme finds ways for participants to tackle real business challenges, while working with and learning from the top leaders in ISG.

Our recent cohort was 30% women, which is more than the overall percentage of women (23%) and each member was matched with a senior-level mentor to support with their personal and professional growth throughout the programme.

We launched a new programme this year, Advanced Futures, which provides support for people to progress into senior-level roles. This has allowed us to develop leaders who empower and encourage their teams to grow, learn, innovate, collaborate and improve.

We are developing new career frameworks, which will result in improved consistency and transparency to career and development routes at ISG.

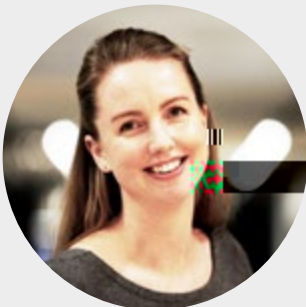
Mentoring

We know that having access to a mentor is a great way to manage your career, by supporting individuals to define and reach their goals. We launched our mentoring scheme in 2022 to support people to progress in their careers. We will be working alongside our global gender equity network to make sure we promote this programme, so that women at all levels in ISG feel supported to develop their careers.



Managing Surveyor

"The Futures Group programme offers insight into your own behaviours and leadership style, and how to tailor these to make you more effective. Being more self-aware and able to practise what you have learned on real business challenges is hugely valuable."



Head of Talent Development

"Mentoring is one of the many ways we support the continued growth and development of women at ISG. By matching our more junior women with those at higher levels who have faced some of the very specific challenges that being a woman in construction can bring, we are facilitating some very specific and targeted knowledge-sharing."

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