

GENDER PAY GAP REPORT 2021

Colas Limited as an employer with 250 employees or more is required to publish an annual gender pay gap report showing any differences in pay between male and female employees. The report is based on pay data as at 5th April 2021.

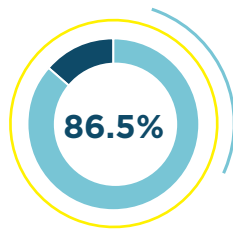
GENDER PAY GAP

	Mean	Median
Colas Gender Pay Gap	16.7%	13.2%

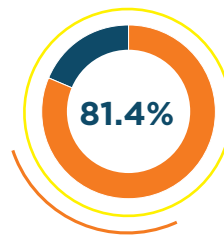
GENDER BONUS GAP

	Mean	Median
Colas Gender Bonus Gap	59.4%	38.8%

The proportion of male employees receiving a bonus

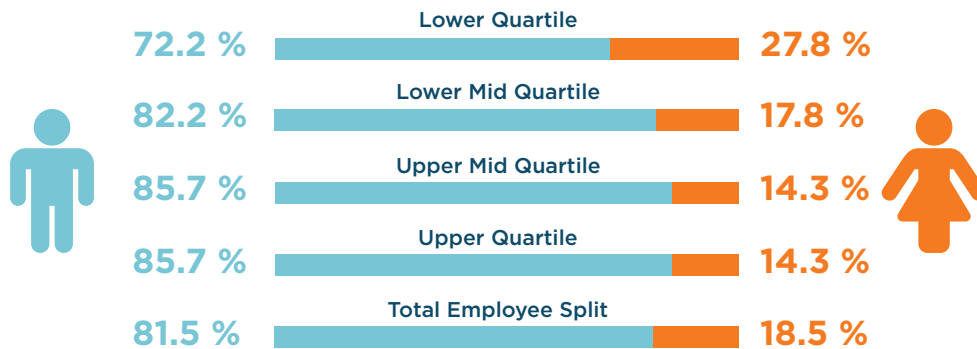


The proportion of female employees receiving a bonus



PAY QUANTILES

The proportion of males and females in each quartile pay band is as follows:



The figures set out above have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2018.

SUMMARY

The mean gender pay gap at Colas Limited is above the national statistics and slightly lower than our pay gap in 2020. This is predominantly driven by a higher number of senior roles being held by males and also the current number of male expatriate employees as a consequence of being part of an international group.

Whilst lower than national statistics, a higher bonus gap than pay gap is typical in the sector. This is due to more males in senior roles and predominantly male operatives receiving bonus and incentive payments.

WHAT IS COLAS DOING TO ADDRESS ITS GENDER PAY GAP?

Colas Limited is committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. We have a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or any other characteristic set out above).

We have taken steps to promote gender diversity in all areas of its workforce include the following:

- We continually review our recruitment practices to ensure there are no unconscious barriers and that we are attracting women into the company.
- We engage with local schools and colleges to promote the sector and break down stereotypical barriers at an educational level.
- We continue to monitor gender equality through our Company Performance Indicators such as:
 - » The percentage of females in the business
 - » The percentage of females in senior positions
 - » Gender pay gap
- We are committed to raising awareness internally of gender equality through internal communications campaigns.
- We have and will continue to internally and externally benchmark all roles to ensure fair rates of pay regardless of gender.
- We have increased flexible working options for existing roles and new vacancies.
- We continue to develop our pipeline of talent to provide greater opportunities for women.
- We have developed a reverse mentoring programme for women to have the opportunity to discuss the challenges of working within our sector.
- During 2022, we are planning to launch a Women Returners programme to encourage and support women who have previously left the sector to return.

Colas is committed to reporting on an annual basis on what it is doing to reduce the gender pay gap and the progress that it is making.

