



GENDER PAY GAP REPORT 2017





MOVING LONDON FORWARD



MAYOR OF LONDON



INTRODUCTION

Crossrail is Europe's largest infrastructure project, building a new railway for London and the South East. Crossrail Ltd (CRL) is the project's management organisation tasked with the procurement, design and delivery of the new railway, through an integrated structure with project partners and an extensive supply chain.

Crossrail is an organisation committed to the equality and inclusion of its workforce. Operating in the infrastructure sector, combining the construction, engineering and rail sectors in a ten-year project represented a particular set of challenges regarding gender diversity.

Since gaining Royal Assent to build the new railway in 2008 and starting construction in 2009, we have made encouraging progress and since 2012-13, women have made up around 35% of the Crossrail Ltd workforce.

We have undertaken many initiatives in efforts to increase diverse new entrants into the organisation and the industry, to train our people and to promote women from Crossrail and our supply chain as exceptional role models on the project, for the wider benefit of the industry.



Despite these initiatives we are disappointed that the Crossrail Ltd gender pay gap is not where we would want it to be. This being the case, we see the sharing of our Gender Pay Gap Report as an integral part of our learning legacy.

With the project over 90% complete and the planned opening of the central section of the railway in December 2018, we place great importance on sharing our experiences with other infrastructure projects and the wider sector.

With these learnings and the many areas of good practice we have achieved across the programme, our industry can embed and develop new ways to support a more gender-balanced workforce, which will benefit us all.

A handwritten signature in black ink that reads "Andrew Wolstenholme". The signature is written in a cursive, slightly slanted style.

Andrew Wolstenholme
Chief Executive Officer

THE REGULATIONS

Our Gender Pay Gap Report has been calculated using the approach set out in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 (“the Regulations”).

These Regulations place an obligation on Crossrail Ltd, an employer with more than 250 employees, to publish information relating to the gender pay gap in our organisation.

WHAT IS GENDER PAY GAP REPORTING?

Under the Regulations, the gender pay gap is a measure of the difference between men’s and women’s average earnings across an organisation. It is expressed as a percentage of men’s earnings.

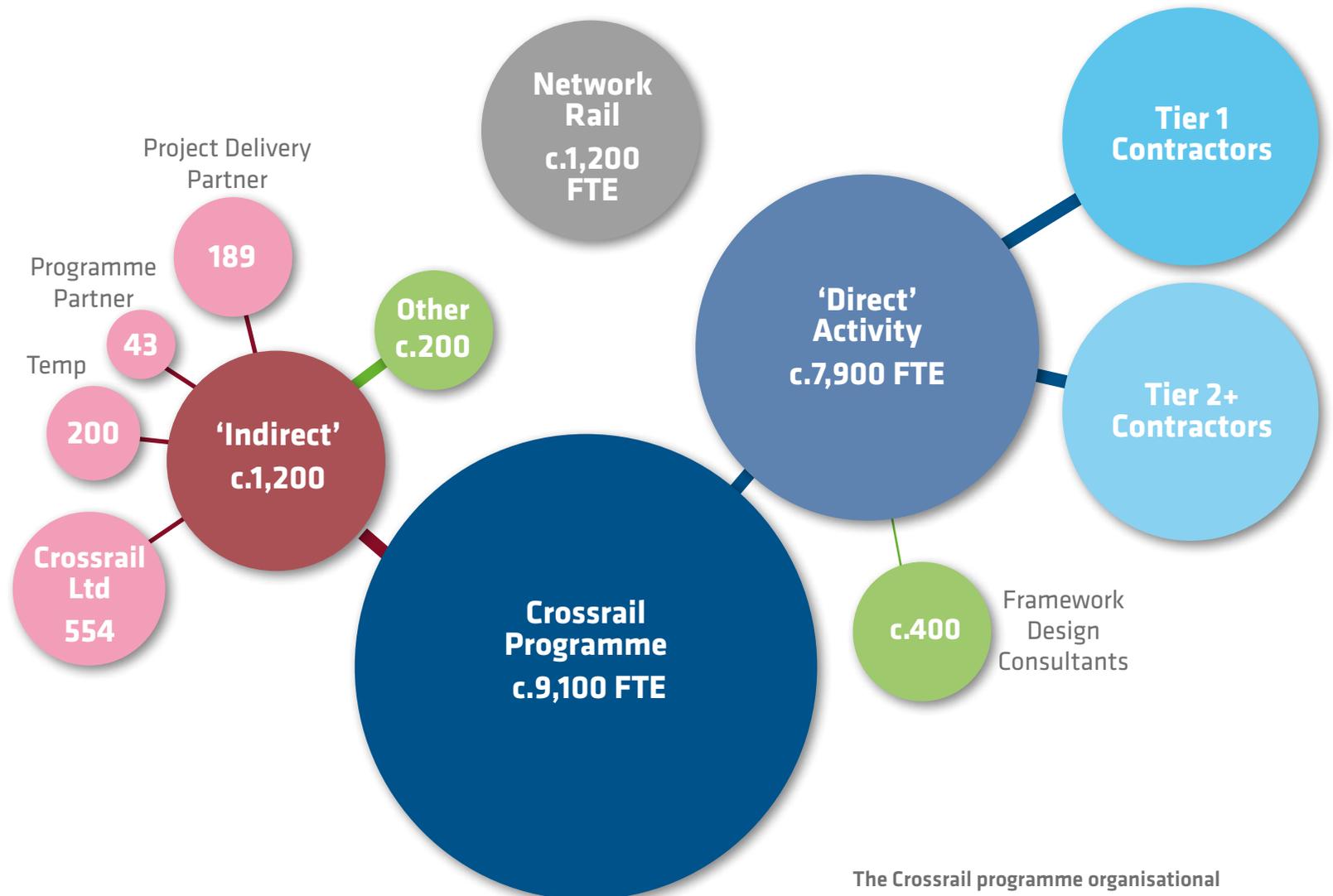
The Gender Pay Gap is not the same as Equal Pay. Equal Pay is where men and women in the same or similar employment, performing equal work, are entitled to receive equal pay.



HOW CROSSRAIL LTD IS ORGANISED

The Crossrail project is made up of many workers employed by different employers. At the reporting date there were 1,200 people working as part of the management team to deliver the project, with an extensive supply chain. Of these, 554 were Crossrail Ltd employees.

Crossrail Ltd has taken steps to ensure our pay data report does not include anyone other than those directly employed by CRL. The gender pay gap report does not include agency or temporary workers, those employed by Transport for London, the Project Delivery Partner, the Programme Partner or contractors within our supply chain.



The Crossrail programme organisational structure 31 March 2017

OUR COMMITMENT TO DIVERSITY AND INCLUSION

During the Crossrail project's lifecycle, a commitment to diversity and inclusion has instigated a wide variety of initiatives designed to increase the representation of women in the workplace:

- Comprehensive equality and diversity training was undertaken for all Crossrail employees – including unconscious bias training
- The Crossrail graduate programme was introduced in 2013, which focused on engineering graduates. 15% of graduates commencing the programme were women.
- Over 1,000 apprentices were given opportunities on the Crossrail project, of which around 13% were women, higher than the average of 6.9% in engineering and 1.9% in construction*.
- A strategic partnership was developed with Women into Construction, a specialist community interest company devoted to working with employers to increase gender representation within the construction sector. This resulted in over 45 women placed into employment, within our supply chain.
- The Young Crossrail programme engaged with over 44,000 parents, teachers and young people; 43% of students completing the Young Crossrail Work Experience Programme were girls.
- An annual Respect Week was held to raise the profile of diversity and inclusion and celebrate our workforce with over 250 activities across Crossrail sites.
- A Respect conference was held where people from across the project joined together to promote diversity, share ideas and get involved.
- The promotion of women working on Crossrail was utilised on Crossrail's website, careers website and through media opportunities to encourage women considering the organisation and the industry, for the next step in their careers.

*FE Data Library, Updated Dec 2016

www.gov.uk/government/statistical-data-sets/fe-data-library-apprenticeships

HOW HAVE WE CALCULATED OUR GENDER PAY GAP?

Using the criteria set out in the regulations, Crossrail Ltd has determined the number of employees on our payroll as at March 2017 (the reporting date), which was 554 and has applied the following calculations to this data:

- Difference between the mean and median hourly rate of pay of male and female employees
- Difference between the mean and median bonus paid to male and female employees
- Proportion of male and female employees who were paid bonus pay
- Proportion of male and female employees arranged in four equally sized quartile bands

To calculate the mean, we added together the total value of hourly pay as at 31 March 2017 and then divide the sum by the total number of employees. We calculated the mean average for both men's and women's hourly pay and report the percentage difference.

To calculate the median we listed the values of each hourly rate in numerical order and identified the value appears in the middle. We calculated the median for both men's and women's hourly pay and report the percentage difference.

Quartiles are calculated by listing from lowest to highest the hourly rates of pay for each male and female employee. This list is then divided into four equal parts

WHAT IS INCLUDED IN OUR CALCULATIONS?

The calculations are based on payroll data as at 31 March 2017 only. The data includes ordinary pay and bonus data.

Calculation of mean and median bonus pay is based on bonuses paid during the twelve months prior to 31 March 2017.

- Ordinary pay includes basic pay, allowances and pay for leave. It only includes money payments, so anything that is not money (such as benefits in kind) is excluded.
- Bonuses include anything that relates to pay for productivity, performance, and incentives. Bonus pay is received in the form of cash.

OUR RESULTS 2017

Crossrail Ltd employed 554 relevant employees who are within the scope of the gender pay report during the year ending 31 March 2017. Of the relevant employees, 65.3% were male and 34.7% female.

Men are disproportionately represented at more senior levels of the Crossrail Ltd workforce, reflecting the historical base of the construction, engineering and rail sectors from which most of our employees are recruited.

Crossrail Ltd has proportionally fewer women in higher paid roles (the upper and upper middle quartiles) than lower paid roles (lower and middle quartiles).

Predominantly, those employed in the three lower quartiles receive the majority of their remuneration as 'ordinary pay'. This means that their income is guaranteed and not dependent on factors that are variable.

The upper quartile is predominantly male. This quartile is remunerated with between 10 and 60% of remuneration as a variable bonus payment. Bonuses are awarded subject to performance and productivity. These factors give rise to the high bonus pay disparity.

The difference on employees receiving a bonus is 1.5% and reflects the fact that there were a higher proportion of women than men joining Crossrail Ltd part way through the year and therefore not eligible for a bonus in that particular year.

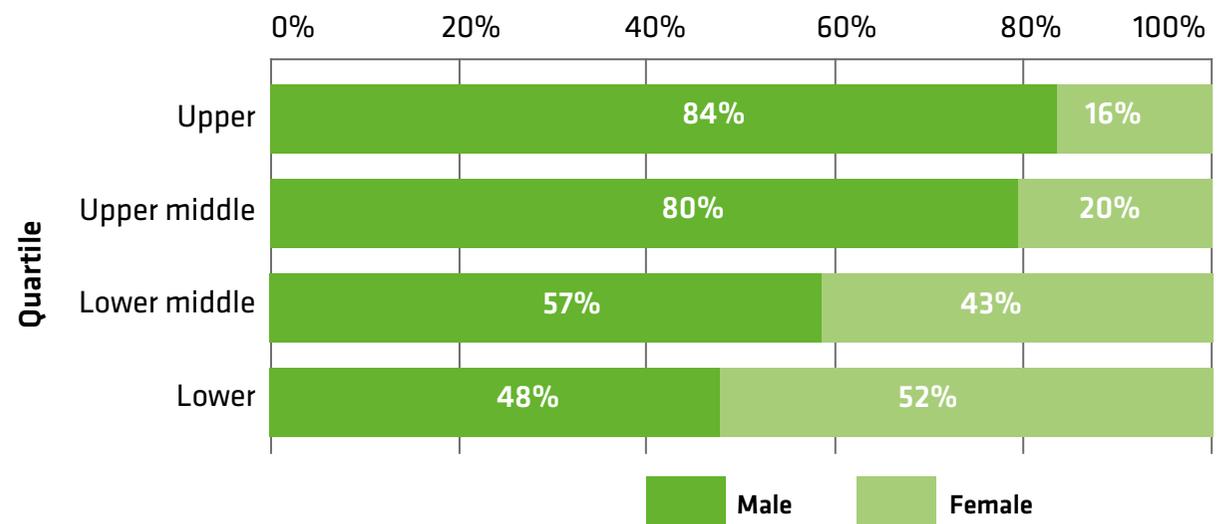
Pay gap and bonus gap between men and women

	Mean	Median
Hourly ordinary pay gap	31.1%	33.2%
Bonus pay gap	76.7%	25.8%

The bonus payment relates to bonuses paid in the twelve months prior to 31 March 2017.

	% Relevant Employees receiving bonus
Male	89.5%
Female	88.0%

Proportion of male and female employees in each pay quartile



CONCLUSION

Crossrail Ltd has a higher proportion of men (65.3%) than women (34.7%) employees. This is broadly in line with the construction, engineering and rail sectors.

However, we have not met our ambition to see men and women more equally represented at all levels within our organisation.

A key part of reducing the gender pay gap in the sector is encouraging more women to consider careers in engineering and construction. Much of the talent we needed to attract was from sectors that are traditionally male dominated.

Initiatives to inspire the next generation, train our people, and develop our employees, were all positive, but did not affect the change we would have liked to see within the parameters of the project's lifecycle.

As a country, we simply must encourage more women into construction, engineering and related industries and support them through their careers into senior roles.







MOVING LONDON FORWARD

www.crossrail.co.uk



MAYOR OF LONDON

