



STRONGER TOGETHER

Gender Pay Gap

Our Approach

2023 / 2024

About Fourfront Group

Fourfront Group comprises a family of businesses, including the Area, Sketch Studios, and 360 Workplace brands, all sharing a unified vision. We specialise in creating inspiring environments that reflect our clients' values and cultural aspirations through sustainable, transformative change.

Introduction

“ Fourfront Group embodies a distinct and compelling purpose that guides all facets of our operations. Our organisational purpose is rooted in creating extraordinary workplaces that go beyond aesthetics to encompass functionality, sustainability, health, wellbeing, and innovation. This purpose serves as the driving force behind everything we do, shaping our culture, and impact on both our people and the business.

At the core of our purpose lies the belief that we have a responsibility to positively impact the world around us. Our commitment to core values, encapsulated in our five truths – also known as **The Fourfront Way** – defines our identity, shapes our trajectory, and inspires all our employees to build strong working relationships with each other, our clients, project teams, and the wider network.

The objective of this report is to approach the matter with transparency and openness, directly addressing the existing gap and examining its potential causes. It presents an opportunity to review our current initiatives and consider additional measures aimed at reducing this gap.

Success for women in our industry is challenging, and eliminating the Gender Pay Gap will require significant effort. I view it as both a personal and professional commitment to ensure that we fulfil our responsibilities completely.



A handwritten signature in black ink, appearing to read 'Gary Chandler'.

Gary Chandler
CEO

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Gender Pay Gap Explained

Introduced in 2017, Gender Pay Gap reporting is a legal requirement for employers with over 250 employees. It focuses not on individual earnings, but on the disparity between what women and men earn.

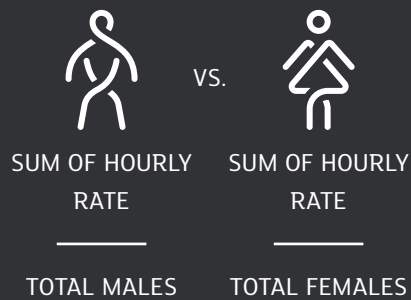
Although we do not meet the threshold of employee numbers for mandatory reporting, in the spirit of full transparency, we aim to voluntarily share our Gender Pay Gap figures annually.

This report gives us a framework for addressing these gaps and allows us to proactively work on how to eliminate them.

Mean Gender Pay Gap

The mean Gender Pay Gap is the difference between the mean hourly rate of pay of male employees and that of female employees.

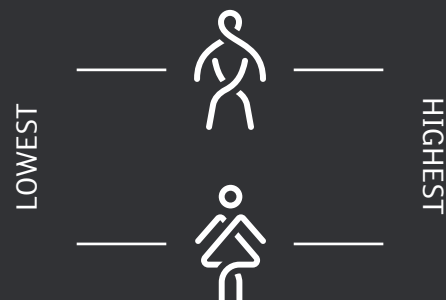
It is calculated by:



Median Gender Pay Gap

The median Gender Pay Gap is the difference between the middle employee in the range of male wages and the middle employee in the range of female wages.

It is calculated by:



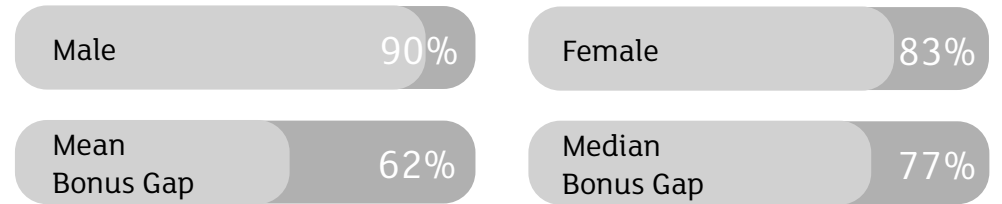
Our Gender Pay Gap

We understand that our Gender Pay Gap may exceed that of the industry average. However, we acknowledge several factors that could have influenced this. Primarily, we operate in the construction sector, which is predominantly male-dominated. Additionally, our relatively small employee population means that individual appointments can cause a “swing factor” in our calculations. Despite these challenges, transparency remains our guiding principle.



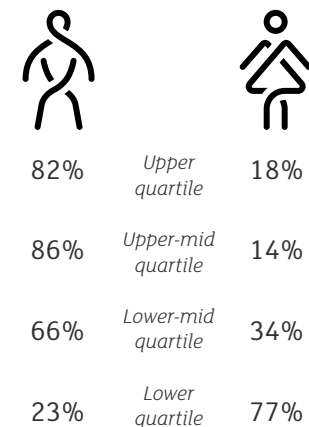
Bonus Pay Bands

The proportions of male and female employees who were paid bonus pay between April 2023 - April 2024.



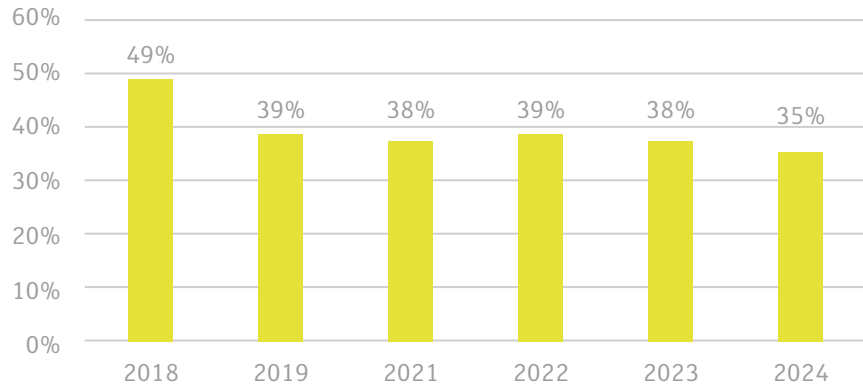
Quartile Pay Bands

The proportions of male and female employees by pay quartile bands.

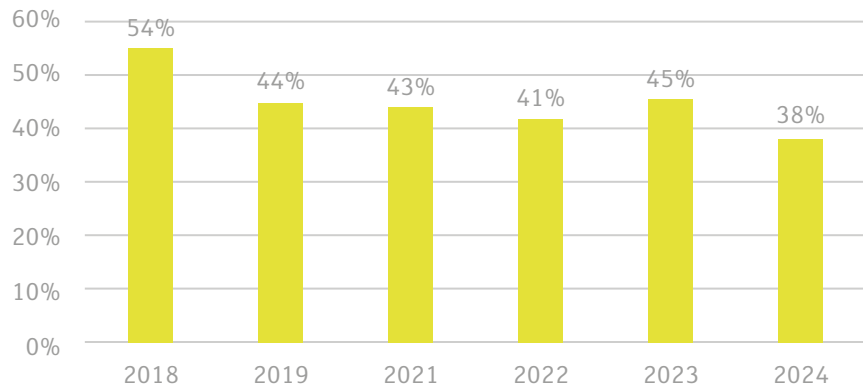


Gender Pay Gap Trends Year-on-Year

Mean GPG Trend



Median GPG Trend



Our Observations

- Although not legally required, we recognise the importance of continuously monitoring our Gender Pay Gap (GPG) over time and striving to reduce discrepancies.
- Since 2018, the Mean Gender Pay Gap for Fourfront Group has decreased from 49% to 35%, which the Median figure has fallen from 54% to 38%.
- Looking at the six-year trend, while the overall trend has been downwards, following a larger drop in 2019, there has been a degree of 'slowing down' in progress of reducing the GPG further in recent years. Notably we are happy to see a further reduction in both the Mean and Median GPG in 2024.
- It is pleasing to see that the proportion of females in the Upper Pay Quartile has doubled.
- The percentage of each gender receiving a bonus has remained broadly static and equal since 2018.
- The Mean Gender Bonus Gap has decreased from 71% in 2018 and 62% in 2024, however we note that the Median Bonus Gap remains high.
- It is recognised that given the relatively small employee population that individual appointments can cause a "swing factor" on our calculations.

Our Approach to Gender Diversity

Our approach to gender diversity at Fourfront Group reflects our open culture. We have the resources in place to support and encourage both men and women in shaping their careers. We are pleased and proud of the initiatives we have implemented to support gender diversity and inclusion.

Continuous Development

We encourage all employees to take ownership of shaping their careers because everyone has different learning styles and aspirations. We provide various tools and support so individuals can have complete autonomy and develop their own learning foundation.

In 2023, we conducted a four-stage training programme for all employees, covering topics such as work-life balance, leadership development, personal skill enhancement, and ED&I training to foster a culture of belonging and respect. The sessions, each lasting 90 minutes, included:

- Wellbeing - encouraging a healthy work-life balance.
- Manager Toolkit - helping leaders progress and shine.
- Individual Personal Skill Development.
- ED&I Training - building upon a culture of belonging and respect.



Life with Fourfront

Our new 'Life with Fourfront' document covers the diverse array of tools and support we provide. It acknowledges the uniqueness of each individual, recognising that one size does not fit all. The document is designed to offer a variety of tools and support to all our employees, irrespective of their characteristics, including gender. Some examples of our offerings that further support our employees include:

1. Enhanced Maternity, Paternity, Shared Parental, and Adoption pay covers adoption and same-sex partnerships.

Company Maternity / Adoption / Shared Parental Leave Pay:

- From 1 January 2024 available for employees with +1 years' service:
 - 0-3 months full pay
 - 3-6 months half full pay
 - 6-9 Statutory Maternity Pay
 - 9-12 no pay (as additional maternity leave)

Company Paternity Pay:

- From 1 January 2024 available for employees with +1 years' service.
- 4 weeks paid leave.

2. Additional paid time off for life events/challenges, such as, fertility treatment and gender reassignment.

3. Additional support and paid time off for end of life or life changing medical diagnoses.

4. Gender neutral flexible working/part-time working. Approximately 10% of our workforce are part-time employees, and 77% of them are female. The majority benefit from agreed flexible working schedules. This flexibility enables them to attend to various commitments, particularly childcare responsibilities.

5. Recognition and further support for employees going through the Menopause.

NextGen

We invest in our future leadership through NextGen, an initiative launched almost 10 years ago. NextGen is a business network for our employees under 35, designed to accelerate skill development and integrate their expertise into the business. This initiative is embraced equally by both genders. In 2023, we hosted various events to engage and inspire our 'next generation' including site visits to landmark workplace projects and other leading industry events.

Our goal for 2024 includes further collaboration with other next-generation associations in our industry.



Daisy Pedersen
NextGen Chair & Business
Development Manager
2022 - Present

“ I started my career with Fourfront Group with an entry level telesales role for both Area and Sketch Studios, giving me great exposure to those facets of the business. After building my skill set up, it became apparent that relationship building was my strongest asset so I slowly transitioned into the role of networker, a role in our industry typically occupied by males. I feel as if the business supported my career path and allowed me to progress in a field where I was most competent and confident, regardless of gender.

After a year of working for the business, I took on the role as head of NextGen which has provided me with many more skills including leadership and event organisation. I enjoy working with such a diverse group of ambitious young people, and hopefully enabling them to enhance their learning and development whilst socialising and having fun!

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From starting as a junior designer, my journey has been quite transformative gaining knowledge and confidence which has allowed me to progress to a project designer. The progression to this role means I now take on my own projects which involves a great deal of responsibility and has a large impact on the business. I have also become part of the sustainability team and NextGen committee which has truly helped me to realise my potential in the Group.

On top of this, NextGen helped me expand my professional network, as I was exposed to opportunities which I wouldn't have in my day-to-day role. Construction can be quite a male dominated industry, but I have always felt empowered at Fourfront Group and this culture definitely comes from the top down.

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Lucy Muir

NextGen Committee Member &
Project Designer



Charlotte Turner

People Director

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In one of Fourfront Group's values, we are stronger together; we celebrate our differences and they make us more powerful as a team. We embrace the unique contributions that each Fourfronter brings to our business, recognising that diversity, including both genders, is instrumental in making us industry leaders. We also recognise that genders may require different forms of support to be the best they can be. We therefore continually seek ways we can support all our people regardless of gender and realise that a one-size-fits-all approach does not suffice. This commitment is reflected in our comprehensive, ever-evolving range of support offerings.

As in previous years, our annual people survey in 2024 will include questions to explore how we can further help everyone to both thrive in their work and achieve a healthy life balance. This year we will also be analysing the results by gender.

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I confirm that Fourfront Group's Gender Pay Gap calculations are accurate and meet the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Gary Chandler
CEO

