



# Gender pay report 2018

[rics.org/diversity](https://rics.org/diversity)



## Foreword from Sean Tompkins, Chief Executive Officer

We believe that inclusion and diversity are critical to the success of our organisation and to the future of our profession. Research consistently shows that more diverse, inclusive and balanced businesses also perform better and is the key to us achieving high-performance, market attractiveness and the ability to meet the needs of a changing profession, industry and world.

Our commitments to inclusion and diversity are not only central to our values but are also key to our vision as a global professional body shaping the built and natural environments.

In 2017, we conducted our first gender pay gap report. We learned that RICS has a 'gender role gap' challenge, characterised by a higher number of men than women in senior roles. This is different from equal pay, which seeks to ensure that men and women receive equal pay for equal work. We take regular action to ensure equal pay through audits of our pay policies and practices.

Since the time of our first report, we have taken stock of the specific barriers to women's advancement and recruitment into senior roles. For example, a survey of our women employees revealed a demand for greater clarity on the various career paths possible to employees here at RICS. Our hiring managers also told us that they needed greater support in spotting and removing unconscious biases during the recruitment process. We have incorporated these insights into an Inclusion and Diversity strategy that will result in greater equity and inclusion within our organisation and greater gender balance in senior roles. Thus far, our efforts to listen and lay the foundation have not been reflected in our gender pay gap figures – with RICS' gap reducing by a slight 0.27% in 2018. However, we believe that our continued focus in this area will result in greater representation of women in senior roles and thus, a narrowing of our gender pay gap.

I have also taken personal action to build greater gender balance within my Global Executive Team. This year, my Executive Team has reached gender parity for the first time in RICS' history, with three of the six most senior leadership roles held by women (the impact of this will be seen in next year's gender pay gap reporting). Gender balance at the most senior leadership of our workforce is a signal of my strong belief in the power of diversity to attract the talent we will need for the future as well as add to our creativity, innovation, performance and success as an organisation overall.

**Sean Tompkins**  
Chief Executive Officer



## Foreword from Marina Kilcline, Chief People Officer

Since joining RICS earlier in the year, I have begun emboldening our workforce to become more progressive, sustainable and engaging. These are the characteristics of a high-performing RICS culture where inclusivity and equity underpin everything we do. From how we recruit, develop, advance, reward and engage our people; we will ensure that fairness and inclusion are built into how we make decisions, work together and run our business. We know that our high-performance depends on the innovation and power that comes from a workforce that embodies difference and truly values it.

So, to that end, we will continue to narrow our gender pay gap by growing the number of women in our senior roles and ensuring that our culture enables all people to rise to the level of their potential. Over the course of the next several years, you will see us take decisive action to invest in our people, strengthen our culture and progress our women and diverse talent.

A handwritten signature in cursive script that reads "Marina Kilcline". The signature is written in a dark ink or color.

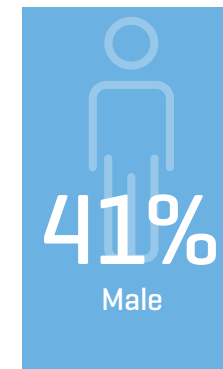
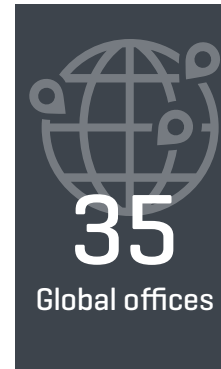
**Marina Kilcline**  
Chief People Officer





## About RICS

We are the global professional body that promotes and enforces the highest professional qualifications and standards in the valuation, development and management of land, real estate, construction and infrastructure.



## What is the Gender Pay Gap?

From April 2017, all UK organisations with over 250 employees are required to report annually on their gender pay gap for their UK workforce. The gender pay gap is calculated by taking the average salary for all females in an organisation, regardless of role or level, and comparing that to the average salary for males in that organisation. The difference in these two average amounts is the gender pay gap. The gender pay gap is not the same as equal pay.

## What is Equal Pay?

Equal pay compares men and women in the same roles and levels in an organisation to ensure equal rewards for equal work. We conduct regular audits to ensure equity in how men and women are compensated for equivalent work and regularly review our pay policies and practices.

# What is Our Gender Pay Gap at RICS?

Tables 1 to 4 below provide the results of the 6 calculations that were performed in accordance with the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 – for more information see **Appendix 1**.

## Gender pay gap (UK business)

	2018 Mean	2017 Mean	% Mean change from 2017
Hourly fixed pay	28.91%	29.17%	-0.27%

The hourly gender pay gap measures the difference in hourly pay of male and female full-time employees. A positive number in the mean pay gap indicates that men earn more than women; a negative number means the reverse.

The mean gender pay gap was devised by first calculating the hourly pay of all RICS UK women, divided by the total number of those women. This number was then compared to the same calculation for all RICS UK men. The difference between men and women's hourly pay, regardless of level or role, is the gender pay gap.

In 2018, our mean gender pay gap is **28.91%, a reduction from 0.27% from 2017.**

	2018 Median	2017 Median	% Median change from 2017
Hourly fixed pay	30.03%	27.61%	+2.42%

The median gender pay gap was calculated by finding the middle point between the lowest and highest paid woman in the organisation and comparing that to the middle point for the lowest and highest paid man.

Since 2017, our median gender pay gap has **widened by 2.42% to a mean of 30.03%.**

## Bonus Pay Gap

	2018 Mean	2017 Mean	% Mean change from 2017
Bonus pay	16.96%	34.64%	-17.68%

The bonus pay gap examines the difference in men and women's bonus payment allotments across an organisation. The mean was calculated by comparing the average bonus amount received by women to the average bonus amount received by men, again irrespective of level or role. The gap represents the percentage difference in bonus pay between men and women.

Our 2018 bonus pay gap is **16.96%**, which is **17.68% lower than 2017 [34.64%]**.

However, this reduction does not necessarily reflect material improvement to our bonus pay gap. Rather, it is a result of the payment schedule of our Long-Term Incentive Plan (LTIP) which is paid out to eligible employees every three years, including the pay period covered within the 2017 report. Since we did not issue LTIP payment in 2018, these numbers cannot be reliably compared, and the magnitude of change should not be interpreted as such a positive sign of progress.

	2018 Median	2017 Median	% Median change from 2017
Bonus pay	36.72%	33.54%	+3.18%

The bonus pay gap median was calculated by finding the midpoint between the lowest and highest bonuses received by women in the UK and comparing that number to the midpoint for UK men.

Our bonus pay gap median has **widened by 3.18% in 2018 to 36.72%.**

When I joined RICS 11 years ago, I was a mother of three young children looking for greater flexibility. Since that time, I have transitioned from part to full-time, have taken on increasingly senior and market-facing roles, and my responsibilities have expanded in scope from Country to Regional and to now Global. Today, I am responsible for leading RICS' flagship thought leadership initiative.

**Lory Paterson**, Global Director of Sales & Marketing, World Built Environment Forum



## Why do we Have a Gender Pay Gap at RICS?

Consistent with our 2017 findings, RICS' gender pay gap is driven by a higher proportion of men than women in senior roles. Specifically, while **over half (59%) of our UK workforce are women**, women only represent 22% of those in level 6 senior manager roles.

The following details our gender split by level:

### Gender Composition by Level (as of 7th April 2018)

	% Female	% Male	Average Role at Level
1	61%	39%	Administrative/Support
2	73%	27%	
3	64%	36%	Team Manager or Specialist
4	57%	43%	
5	58%	43%	Senior Manager
6	22%	78%	
7	33%	67%	Executive

**Note:** Please refer to Appendix 1 for RICS' pay quartiles by gender.



The gender bonus gap is also a reflection of a larger proportion of men than women in senior roles. The following details the proportion of men and women, out of the total population for each gender, who received a bonus during the reporting period 5 April 2017 to 5 April 2018:

### % of total receiving a bonus



Since senior roles tend to yield higher pay and greater bonus opportunities, it is not surprising that men's greater representation at senior levels would result in a gender pay gap. In order to narrow our gap, we therefore must focus on advancing, retaining and recruiting women into senior levels and this is where we are focusing our efforts from the top of the organisation.

I have consistently felt supported as my career has progressed at RICS. Last year, I was proud to be asked to take on an expanded Global leadership role where I will have greater opportunity to inspire, support and mentor the women and colleagues coming up behind me.

**Sarah Littlejohns**, Interim Product Development Director



## Taking Action to Close the Gap

We believe that our gender balance will improve as we strengthen the overall inclusivity of our culture and practices.

Over the last year, we have taken stock of the barriers that women and diverse talent experience in our workplace. We learned that more investment is needed in learning and development, career and development planning and unconscious bias training to address these barriers to women's advancement and perceptions of equity. We also noted opportunity to expand the scale and reach of our internal mentorship programme. Today only 4% of women employees participate in the program, although 86% of our overall mentees are women. This data point signals to us that more is needed to extend the reach of the program to all sexes.

As a part of our broader culture-change initiative to make RICS a more engaging, sustainable and progressive workplace, we are also noting opportunities to improve the way we evaluate talent and potential. We will be focussed on ensuring that talent decision-making is robust and objective – from recruitment to performance appraisal to promotion and succession. We will challenge mindsets and refresh practices to ensure that talent decisions are made on the basis of merit, talent and potential, minimising the inherent biases that disfavour women and diverse employees. While still in earnest, our early efforts in this arena have yielded promising results in the recruitment of female talent.

While 2018 was a year of listening and foundation building, 2019 will be one of focussed and deliberate action to build a culture of inclusivity, grow our diversity representation, particularly at senior levels, and narrow our gender pay gap.

At RICS, we are doing our utmost to promote diversity and inclusion in a profession traditionally dominated by males. We are pleased to see an increasing number of young, female professionals joining the industry and taking on senior leadership roles, and I feel privileged for the opportunity to help drive this change both within the organisation and externally.

**Clare Chiu**, Chief Operating Officer, Greater China



The following details our areas of focus within the year:

### 1 Recruitment

It is vital that we continue to attract and recruit diverse talent who reflect our global and diverse marketplace. In 2019, we will:

- Continue to identify and minimise biases in our recruitment process and materials, challenging leaders and recruiters to prioritise inclusion and diversity and make fair, defensible decisions from a balanced slate of candidates.
- Continue to build brand recognition and resonance within diverse communities, particularly with women who may not have considered opportunities within our industry or sector.
- Strengthen diversity recruitment requirements, implementing leadership training and inclusivity protocol for hiring talent at senior levels.
- Introduce diversity candidate tracking, allowing greater insight and measurement of our recruitment process.
- Identify routes to building a pipeline of future female talent through apprenticeships, scholarships and awards.
- Strengthen RICS' reputation as a diversity employer through improved diversity recruitment marketing and communications.

**2018 Points of Progress:** Required external search firms to provide greater gender balance in candidate lists. Ensured both men and women interviewers throughout each stage of the interview process.





## 2 Learning, development and advancement

We are committed to investing in the growth and success of our people. In 2019, we will:

- Introduce a refreshed leadership learning program, focussed on strengthening the capability of our people to lead engaged, high-performing and high-supported teams.
- Implement a Dignity at Work training as a mandatory component of our induction programme and recommended offering to all employees.
- Continue to roll-out Inclusion and Diversity training as a part of our compulsory Induction programme.
- Continue to roll-out unconscious bias training for leaders, building capability to make fair and equitable talent decisions.
- Implement a targeted coaching programme to support the advancement and development of key talent across the organisation.
- Continue to grow women's visibility, exposure and support within our organisation through an expanded RICS mentorship program.
- Continue to support grass-roots programs, including our Women at Work group focused on cultivating a supportive environment where women thrive at RICS.
- Introduce tracking mechanisms to identify and address disparities in women and men's development and advancement opportunities.

**2018 Points of Progress:** Surveyed female employees to identify potential barriers to their advancement and opportunities to improve. Key themes were identified, including more regular career conversations, a clearer sense of career path, and training and development. This input was applied to build the 2019 women's advancement and equity plan outlined here.

## 3 Policies and Practices

We believe that policies and practices have a significant impact on the engagement and retention of our people, including women. In 2019 we will:

- Revitalise our reward and recognition strategy, bringing greater transparency and consistency to how reward decisions are made and implementing informal recognition programmes that celebrate employee contributions.
- Continue to encourage flexibility practices where appropriate.
- Continue to offer enhanced parental leave offerings to women and men, including full-pay for a minimum of 16-weeks maternity or adoption leave and 10-days paternity leave.

## 4 Our culture

We are creating a high-performance culture that is progressive, sustainable and engaging. We are taking concrete actions in moving our culture towards one that will help us substantially and sustainably attract, advance and retain women and diverse talent at all levels. To do that, in 2019 we will:

- Introduce refreshed RICS behaviours that reflect a commitment to inclusivity and a value for difference.
- Verify that our job descriptions, psychometrics and recruitment methodologies are free of gender (or other) bias.
- Strengthen the way that we identify potential and assess performance, weaving inclusivity principles throughout to ensure objectivity and minimise unconscious bias.
- Refresh our Reward and Recognition strategy to confirm that we are assessing and evaluating jobs without gender (or other) bias.
- Enhancing both management and leadership capability to ensure fair, transparent, performance oriented and bias free behaviour and role modelling from our organisational leaders.

We are also working with a wide range of businesses of all sizes to improve the diversity mix and inclusivity of the surveying profession and wider built environment. We are committed to not only improving our own internal culture and representation through the initiatives listed above, but to also facilitating positive change from an industry perspective. The relaunch of the Inclusive Employer Quality Mark will help businesses of all sizes measure progress against 4 key principles; Leadership, Recruitment, Culture and Development, and will state the benefits and value of a more diverse and inclusive approach.



## Appendix 1

# Summary of Gender Pay Gap Data

### Pay and bonus gap

The mean and median hourly fixed pay and bonus gap:

	Mean	Median
Hourly fixed pay	28.91%	30.03%
Bonus paid	16.96%	36.72%

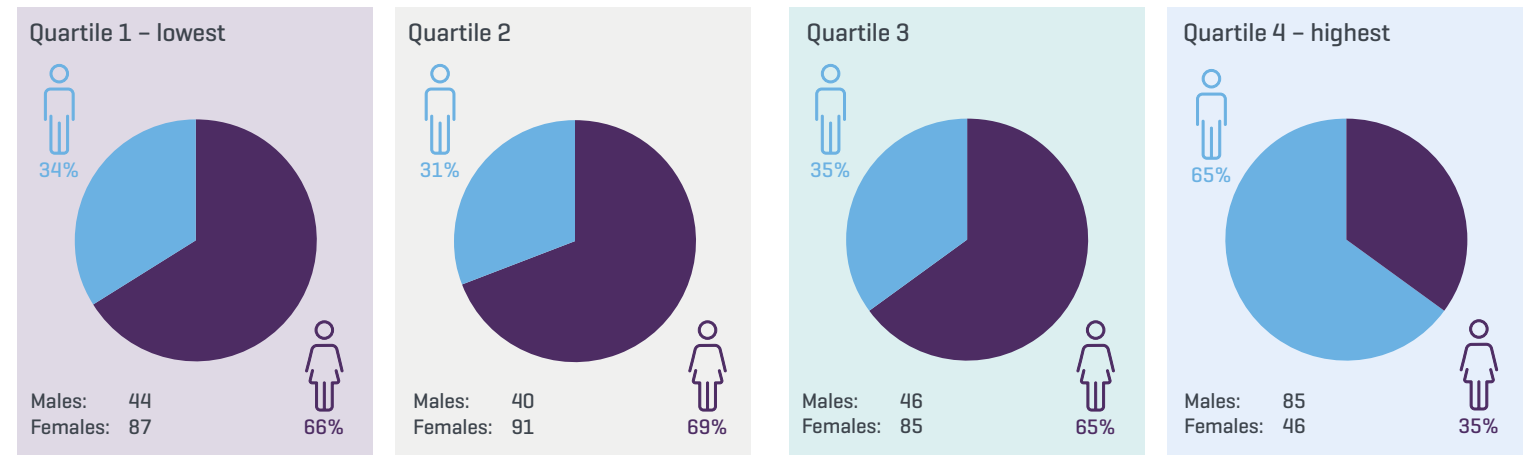
### Receiving bonus

The proportion of men and women receiving a bonus payment in the 12 months preceding 5 April 2017:



### Pay quartiles

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





## Confidence through professional standards

RICS promotes and enforces the highest professional qualifications and standards in the valuation, development and management of land, real estate, construction and infrastructure. Our name promises the consistent delivery of standards - bringing confidence to markets and effecting positive change in the built and natural environments.

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