



Barhale Gender Pay Gap Report 2017

GENDER PAY GAP REPORT

The reason for the reporting on the Gender Pay Gap

Central to the Government’s gender pay gap reporting mandate, is firstly increasing transparency around gender pay differences and secondly, prompting the wider actions that can be taken to inspire girls and women at work, by considering careers traditionally dominated by men such as those in science technology and engineering. Gender pay gap reporting is not about equal pay, which specifically looks at pay equality between men and women who do work of equal value.

The research to support the mandate showed that women are more likely to fill roles such as social work and secretarial. When it came to engineering, it was found that only 7% of Britain’s engineering workforce is female. From the gender pay information that has been reported, construction has the biggest gender pay gap of any British Industry, with a median difference of 25%.

Our Gender Pay Gap Data

The reporting period for all companies with more than 250 employees was one year up to, and on, 5th April 2017. Regulations stipulate that when calculating pay we have to include the following factors:

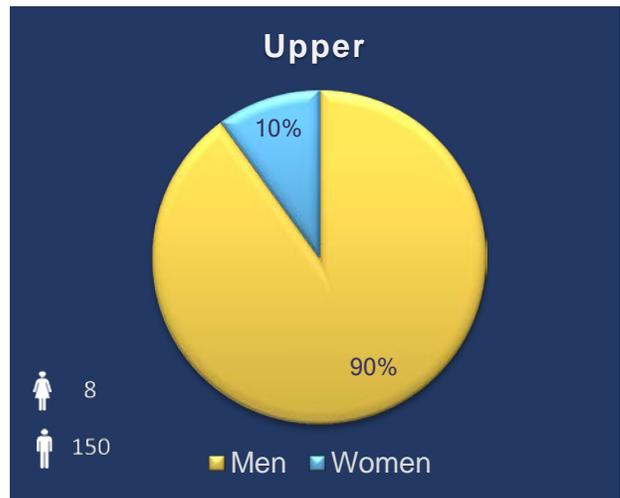
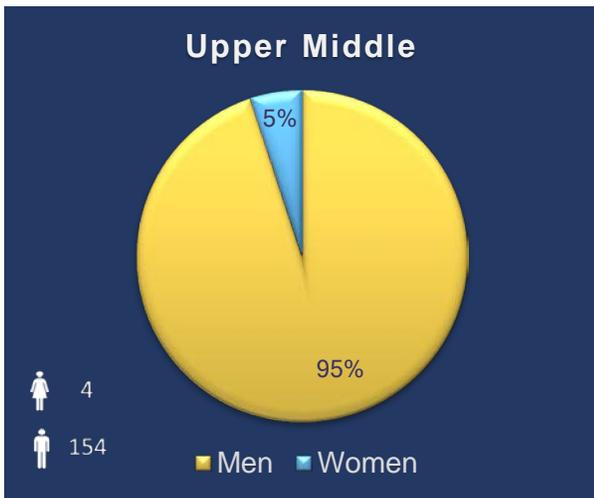
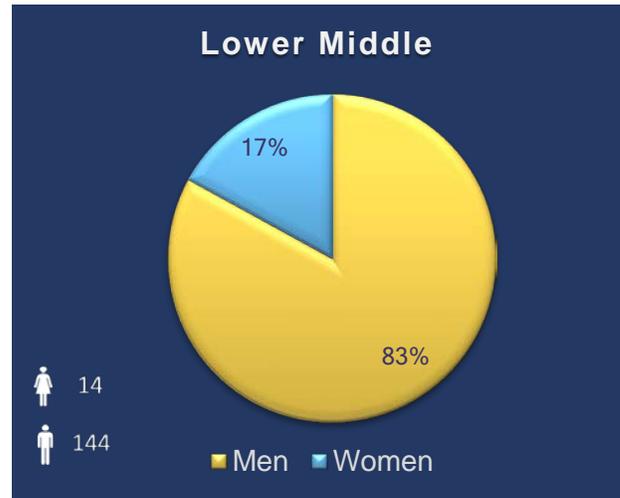
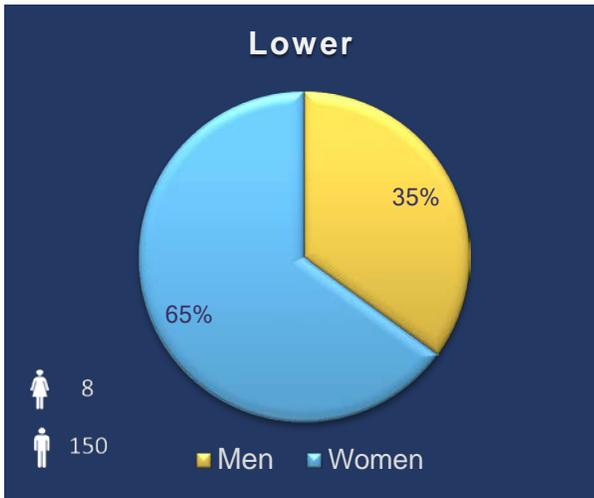


At the reporting period, Barhale employed 552 men and 81 women which is equivalent to a male population of 87% and a female population of 13%. The difference in gender representation is a common theme throughout the construction industry and is reflected in our mean and median results. These look at the average earnings of all men and women, regardless of the role they are employed to do, and are comparable to similar industry peers.

Mean gender pay gap	Median gender pay gap
32.9%	43%

Pay Quartiles

Pay quartiles are calculated by splitting all employees into four even groups from lowest paid to highest paid. From the results, it is clear we have an imbalance of women compared to men throughout the business at every level, which is illustrated by the number of women to men in each quartile.



We pride ourselves on being a self-delivery construction business, which in turn means we have a higher than average number of operational staff. It is within this area of the business, we face one of our greatest challenges in terms of closing the gender pay gap. This is demonstrated in the table below.

	Site Operations	Other
Male	539	254
Female	13	113

Bonus Payments

The difference in gender representation is demonstrated in our bonus payments. In 2017, 28% of men received a bonus compared to 0% women. 23% of the total bonus payments consisted of productivity bonuses for site based construction workers, a traditional practice in our industry, where there was no female representation. The remainder 5% was a performance related bonus. We therefore expected to see a gap in our productivity site based bonus because we are a self-delivery business and a key part of our success depends on the front line productivity of our construction based operatives.

We are committed to rewarding all staff performance and in July 2017, incentive bonuses for the previous year 2016/17 were paid to all monthly employees across the business, regardless of gender. This will be reflected in our gender pay gap report for 2018 where we will see 84% of our female workforce receiving a bonus payment.

Our approach in closing the Gender Pay Gap

We know we have a gender pay gap to close and although there is no simple answer, we have already taken action and will continue to do so.

- We are a successful family business and today we employ 110 women which is a 35% increase on 2017 numbers and the business is still growing.
- Integral to our employee promise of providing equal opportunity is our Equality and Diversity Policy that promotes a culture of valuing difference and recognises that people from different backgrounds and experiences can bring valuable insights to the workplace and enhance the way we work. We are proud of being an inclusive employer, where diversity is valued, respected and built upon, giving us the ability to recruit and retain a diverse workforce that reflects the communities we serve
- Being committed to equal opportunity, our Source, Train and Retain strategy drives recruitment and aligns our wide range of development initiatives, including talent management and succession planning. This enables us to align our reward and recognition schemes. Our mentoring programme was introduced in 2017 and this enables every employee to fulfil their potential, irrespective of gender.
- Through our Core Management Workshop, designed in 2018, we promote the CITB's Fair Framework where we communicate the importance and significance of Fairness, Inclusion and Respect in the workplace.

- We actively participate in career fairs, promoting diversity and showcasing the important contribution women make within our business, and as a result we have recently appointed females into construction based roles. Together with our recruitment team, we have Recruitment Ambassadors, including female representatives from senior positions across the business that enables us to attract a diverse range of talent.
- On 1st July 2016, we introduced a performance related bonus scheme across the business which was paid to employees after the gender pay gap 2017 reference period. We are confident we will see a significant improvement in our bonus figures for 2018
- We offer flexible working arrangements that support the career progression of women
- Every year we offer student placements, graduate positions and apprenticeships throughout the organisation. We are proactively focused on promoting diversity at grass roots level.



It is clear from our Gender Pay Gap Report that our real issue is the lack of female representation throughout the business; one of our biggest challenges will be attracting more females into construction related careers.

I look forward to seeing Barhale make progress in this area because we know the more diverse we are, the better prepared we are for closing the construction skills gap enabling us to continue to meet the needs and challenges of our various clients and embrace future opportunities and challenges.

There is still more for us to do and we look forward to tackling the challenges ahead of us and making a real difference in closing the gender gap.

Matthew Behan Chief Executive Officer