



# Barhale Gender Pay Gap Report 2018

# Gender Pay Gap Report

The results of the Gender Pay Gap report for 2017 highlighted the construction industry as having one of the highest gender pay gaps in the UK. It also highlighted the ongoing issue regarding low female representation both in the construction sector and in senior positions in many industries and sectors throughout the UK. More significantly, it also confirmed the fact that women in the UK earn on average 20% less than men and it was the Shadow Minister for Women and Equality who said it would take another 47 years until the gap is closed.

It is clear that for the UK, and not just the construction industry, increasing representation of women at all levels will assist in closing the gender pay gap but it is also important to remain diverse in order to be able to select from a wide talent pool. Our recruitment metrics and efforts tell us that there is a lack of suitably trained females in roles such as operations and labour staff. This is reflective of the UK employment market which is impacting our ability to attract females into construction and engineering based roles. We can see the current problem demonstrated by the reducing proportions of females studying the subjects required in order to enter and choose a career of this type.

<b>GCSE physics entrants</b>	<b>A level physics entrants</b>	<b>Engineering and technology first degree entrants</b>	<b>Engineering apprenticeship starts (England)</b>
<b>50% female</b>	<b>22% female</b>	<b>16% female</b>	<b>8% female</b>

To tackle the issue there has been, and continues to be, ongoing industry specific campaigns to raise awareness by actively promoting Science, Technology, Engineering and Mathematics (STEM) in addition to workshops that promote construction as a career choice for women. Many companies have also looked at their recruitment practices and personal development schemes to ensure inclusivity.

Given the extent of the gender pay gap in the UK, we fully understand that we are addressing a longer term issue. However, we can see that changes to our own practices, internal research and involvement in industry led workshops are having a steady affect which we are proud to highlight in our Gender Pay Gap Report for 2018.

# Our Results

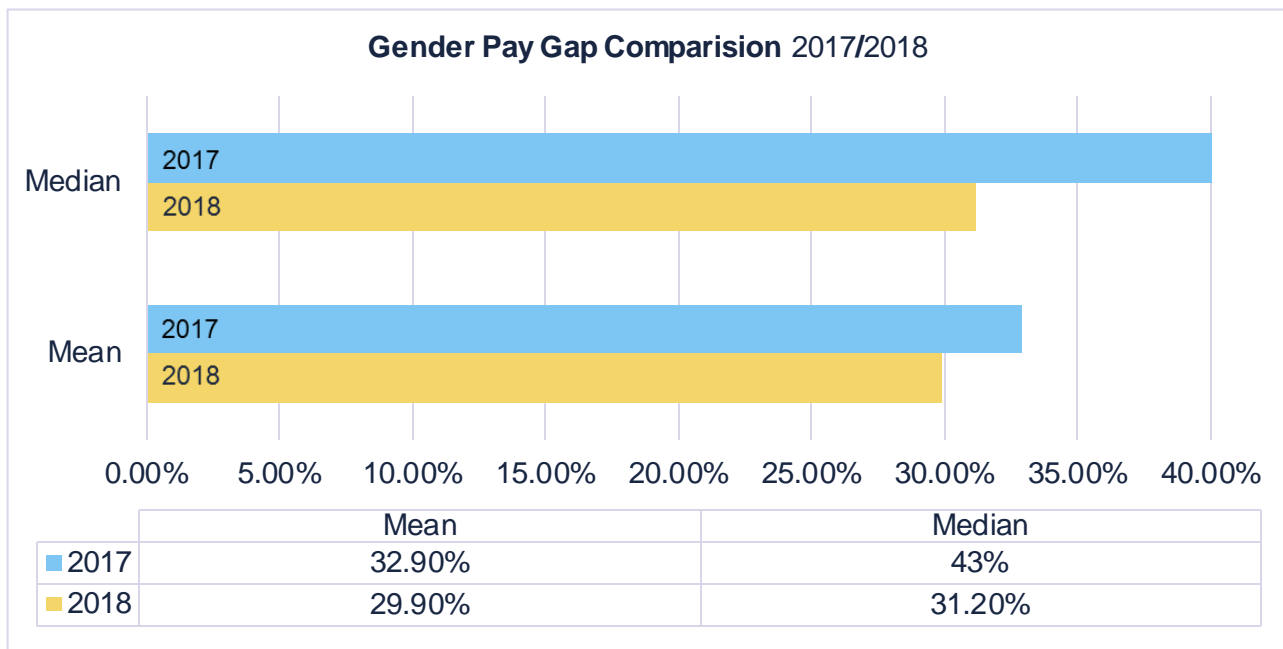
## Introduction

The reporting period for all companies with more than 250 employees was one year up to, and including 5th April 2018 (“the snapshot date”). Regulations stipulate that when calculating pay we have to include the following factors:



## Gender Pay Gap Data

At the snapshot date, we employed 788 men and 110 women which is equivalent to a male population of 88% and a female population of 12%. Whilst these proportions are similar to the previous year we can see a clear improvement in our mean and median results in the table below.



The mean pay gap indicates on average how much less women are paid than men. The median result shows a direct comparison between the pay of the middle paid man versus the middle paid woman.

We can see a reduction in both our mean and median gender pay gap. The results are a reflection of the recruitment activity that has taken place and not because of any pay inequality for work on a like for like basis. In the last 12 months from the previous reporting period, we have recruited an additional 43% men and 35% women and although this affects our total headcount, we have been successful in attracting and recruiting females into Barhale. Our results support the point made earlier about the type of roles and careers that women are choosing and the lack of specific construction and engineering skills within the female population which would potentially attract higher salaries.

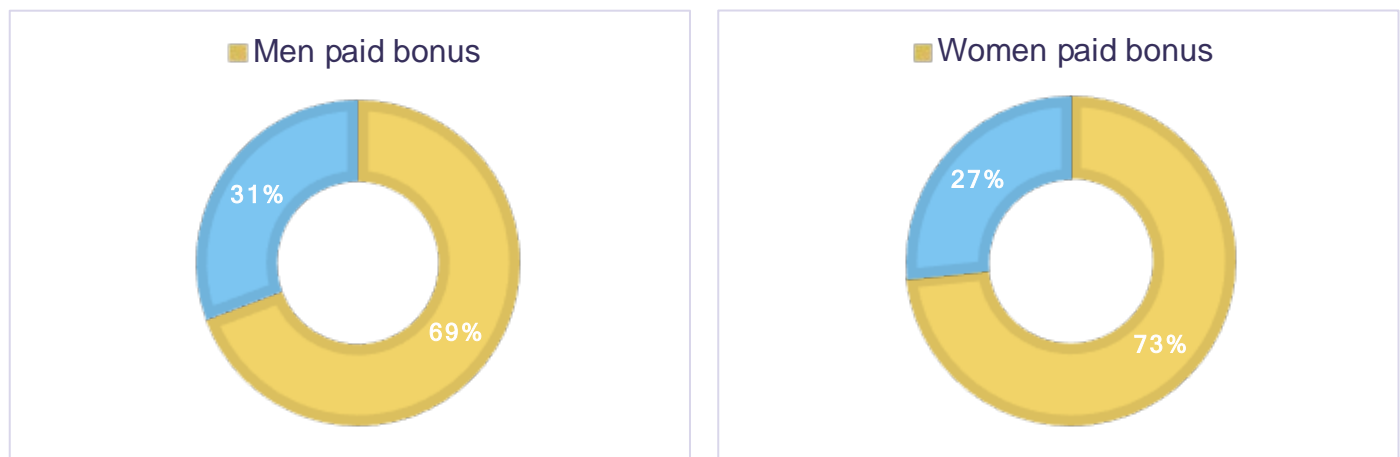
### Gender bonus pay gap data

Last year we explained why there was a pay gap in bonus payments which was mainly attributed to the productivity bonuses for site-based construction workers (a traditional practice in our industry), where there was no female representation. We have endeavoured to recruit females into these roles and the lack of female representation is reflected in our gender bonus pay gap.

2018	
Mean gender bonus pay gap	Median gender bonus pay gap
53%	53%

### Proportions of males and females receiving bonus

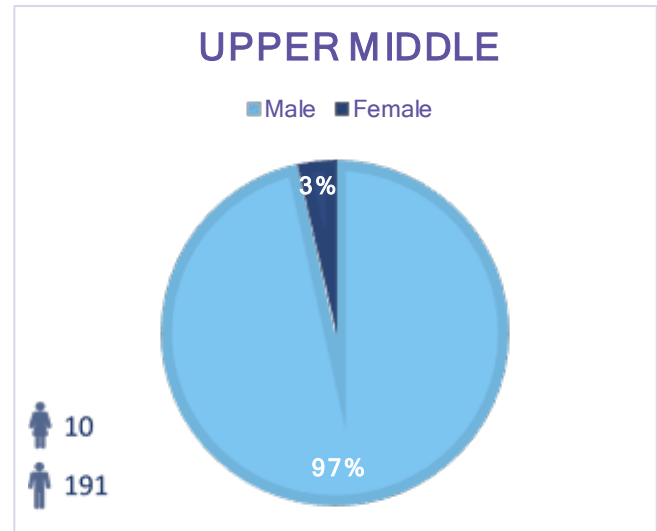
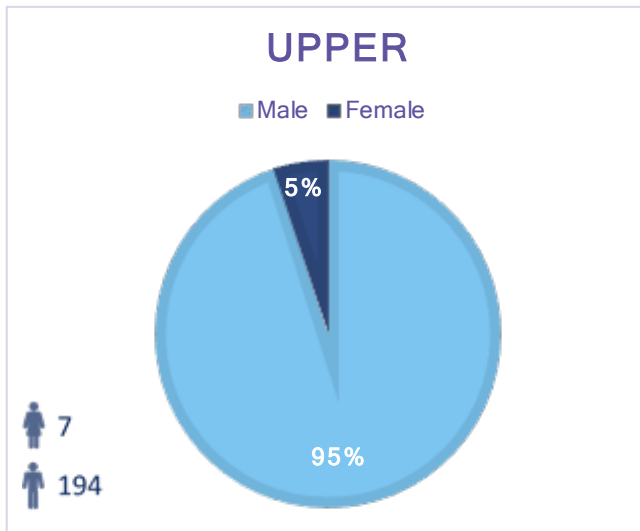
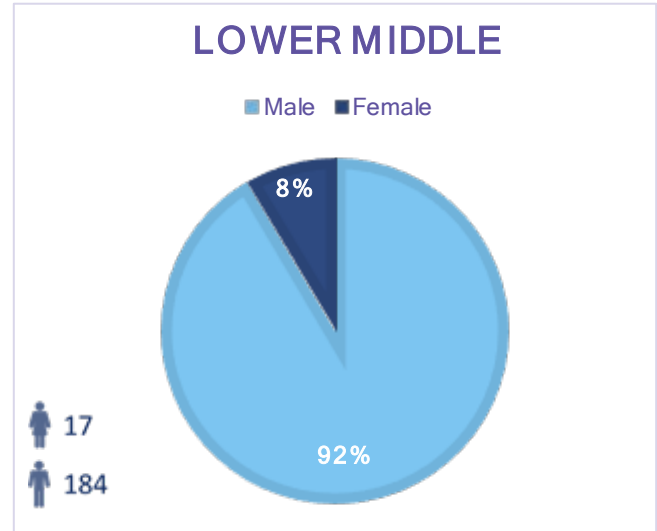
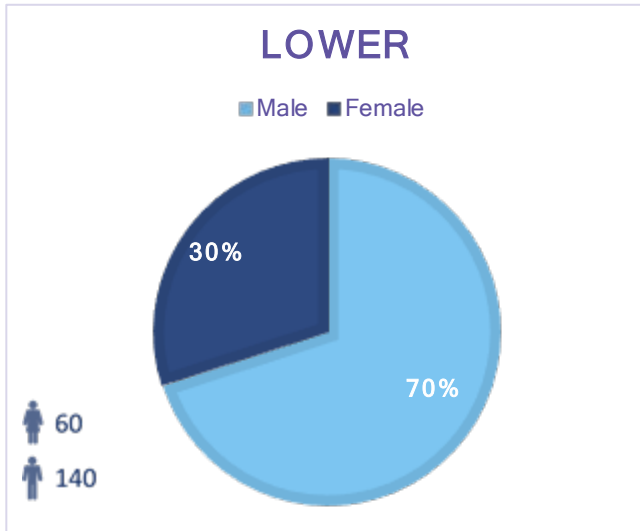
With the introduction of a performance incentive scheme, we expected to report on a large proportion of our female population receiving a bonus payment. For the 2018 reporting period, 73% of our female population received a bonus payment compared to 69% of the male population.



We anticipated that we would see a difference in this area and we are proud to have a performance incentive scheme that is fully inclusive of all employees.

## Pay Quartiles

Pay quartiles are calculated by splitting all employees into four even groups from lowest paid to highest paid.



We are committed to ensuring we pay all of our staff equal pay for the same or substantially similar work and therefore our pay quartiles continue to highlight that we have a disproportionate number of women compared to men throughout the business at every level.

## Achievements

Last year we outlined the actions we intended to begin closing the gender pay gap. We identified that to do this we needed to close the gender gap itself.

Below is an update of our achievements to date.

- We have developed our reporting metrics enabling us to analyse our diversity attraction levels more closely. It is still clear that we are attracting more men but the **appointment of women has increased** and we are hopeful that this will be reflected in our 2019 reporting period.
- In addition to endeavouring to recruit more females, we have also **joined the LGBT community** to promote diversity and inclusivity.
- Our Core Management Workshop promotes the **CITB's FaIR Framework** and this concept remains integral to many of our other learning and development programmes.
- We have developed graduates and apprentices throughout the business, which continues and our latest **engineering graduate cohort was nearly 50% female**.
- We have actively participated in **career fairs to promote diversity** this includes at the NEC Construction and Engineering Exhibition, Lone Parent and Single Mothers event and female prisons.
- Our performance related bonus scheme was paid to all eligible employees across the business, which **promoted our commitment to inclusivity**.
- We saw an **increase in the number of flexible working arrangements**, which support people in achieving work-life balance and meeting family commitments.
- Our **mentoring programme** continues and has proved successful for both new starters and those returning to work after a prolonged period.

## Closing Comments

We are encouraged by our achievements and activities and we are proud of our efforts, which have shown an improvement in our gender pay gap, but we recognise that we still face many challenges in closing the gender gap itself. We actively recognise that we will have an all-round better business if we continue our efforts to attract a diverse talent pool.

Below is an overview of the work we have done and continue to do.

- As an equal opportunity employer, we **provide an environment that is comfortable for everyone** this includes our workspaces and on site facilities. This may be a small step, but an important one for attracting females into site based and operational roles.
- We have been working in partnership with organisations such as Women into Construction and local authorities to maximise opportunities to showcase our business and the industry we are working in, in order to **recruit talented individuals across the diversity spectrum**.
- We continue to **actively participate in careers events**, we work closely with local authorities assisting people into work by offering work placements and / or interview experience and we also **liaise with schools and colleges to generate interest from students**.
- Our **Construction Ambassadors** are an accredited group of employees who represent both Barhale and the construction industry at public events. **Almost a quarter of our Ambassadors are women**.
- This year we have promoted our family-friendly policies, in particular to work/life balance where employees can find **help and support for career progression** and in finding ways of working smarter **whilst caring for a family**.

## Words from the CEO

The construction industry continues to be challenged by the skills shortage and we are constantly considering ways in which we can source talent for business continuity and to boost productivity. It is clear from our report that we can attract females into our business but not necessarily for all of our roles. Our gender pay gap is not pay related but statistical which derives from personal choice, historical career opportunities and education which is where the major challenge is presented i.e. changing mind-sets, behaviour, perception and curriculum.



STEM is of particular interest to us and is a focal point for us this year. In our recent graduate assessment day, we gave young people of diverse backgrounds, the opportunity to present an initiative that would align to our Corporate Social Responsibility. Industry relevant challenges were presented that included a mix of attracting females, sponsoring females and encouraging STEM students into the construction industry. It is clear that we need to engage more, and more consistently, with the younger generation in order to create a talent pipeline for the future.

We have a philosophy of “getting on the front foot” and we endeavour to apply this across the business including our Source Train and Retain strategy which drives our people agenda. As the construction industry continues to be faced by a skills shortage, compounded with financial challenges and the uncertainty of Brexit, we will apply our values and harness our culture to promote Barhale as a diverse and a great place to work, where success is rewarded and achievements are celebrated.

I am proud of what we have achieved and I look forward to seeing further progress and outcomes as a result of our dedicated efforts, engagement and activities.

A handwritten signature in blue ink, appearing to read 'M Behan', written in a cursive style.

**Matthew Behan** Chief Executive Officer