



Barhale Gender Pay Gap Report 2023

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Introduction

Welcome to our 2023 Gender Pay Gap Report.

2023 was a period of growth for the Group and in addition to this there were some fundamental changes in systems and processes as well as training and investment. As a result of this growth and investment the financial performance exceeded expectations. It is hoped that this outperformance will enable us to accelerate change and achieve our strategic objectives sooner than anticipated.

Throughout 2023, recruitment and retention presented more challenges. With higher pay expectations driven by the need to keep up with inflation against a background of a highly competitive market. Despite this however, we did manage to retain people by demonstrating our commitment to treating everybody fairly and equitably in addressing these issues. Although, recruitment lead times were longer, we experienced significant employee growth, particularly for operational roles, which continues to be an on-going challenge for the construction industry in attracting female candidates. This is reflected in our 2023 report.

Throughout the reporting period, our gender pay gap has remained stable and comparable to previous years. Our report continues to reflect the internal and external challenges compounded by higher wage expectations, inflation, an ageing workforce and a skills shortage.

Our Results

Legislative reporting criteria

From 2017, the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 require any UK organisation employing 250 or more employees to publicly report its gender pay gap.

The gender pay gap is the difference in the average earnings (measured using the mean and median) between all men and women. Gender pay gap reporting is not about equal pay. Equal pay concerns differences in the actual earnings of men and women performing work of equal value and we are confident that we comply with our legal and moral obligations regarding equal pay. Likewise, where bonuses are concerned, it is evident that all eligible employees benefit from our schemes.

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



Basic pay



Paid leave



Full maternity & paternity pay



Company sick pay



Bonus pay



Car allowance (Not company car)

At the snapshot date our proportion of males to females remained consistent to previous years.

FEMALE

MALE



The data that follows is based on these percentages.

Gender pay gap

Definitions

- The mean pay gap is the difference between a company’s total wage spend-per-woman and the total wage spend-per-man. The number is calculated by taking the total wage bill for each and dividing it by the number of men and women employed by the organisation.
- The median pay gap is the difference in pay between the middle-ranking woman and the middle-ranking man. If you place all the men and women working at a company into two lines in order of salary, the median pay gap will be the difference in salary between the woman in the middle of her line and the man in the middle of his.

Mean and Median results

Year	Mean	Median
2021	26.7%	32%
2022	21.5%	29%
2023	27%	23%

Our figures for 2023 are reflective of the high number of men and low number of females when considering at the reporting date we employed 648 men compared to 110 women.

Whilst recognising the challenges we face regarding attracting females into construction, our median pay gap reduces year on year which demonstrates our commitment for ensuring equal pay for like for like roles.

Proportions of males and females receiving bonus

FEMALE

MALE



Gender bonus pay gap

Definitions

- The mean bonus pay gap is the difference between the mean bonus pay of a man and the mean bonus pay of a woman,
- The median bonus pay gap is the median bonus for men and the median bonus for women

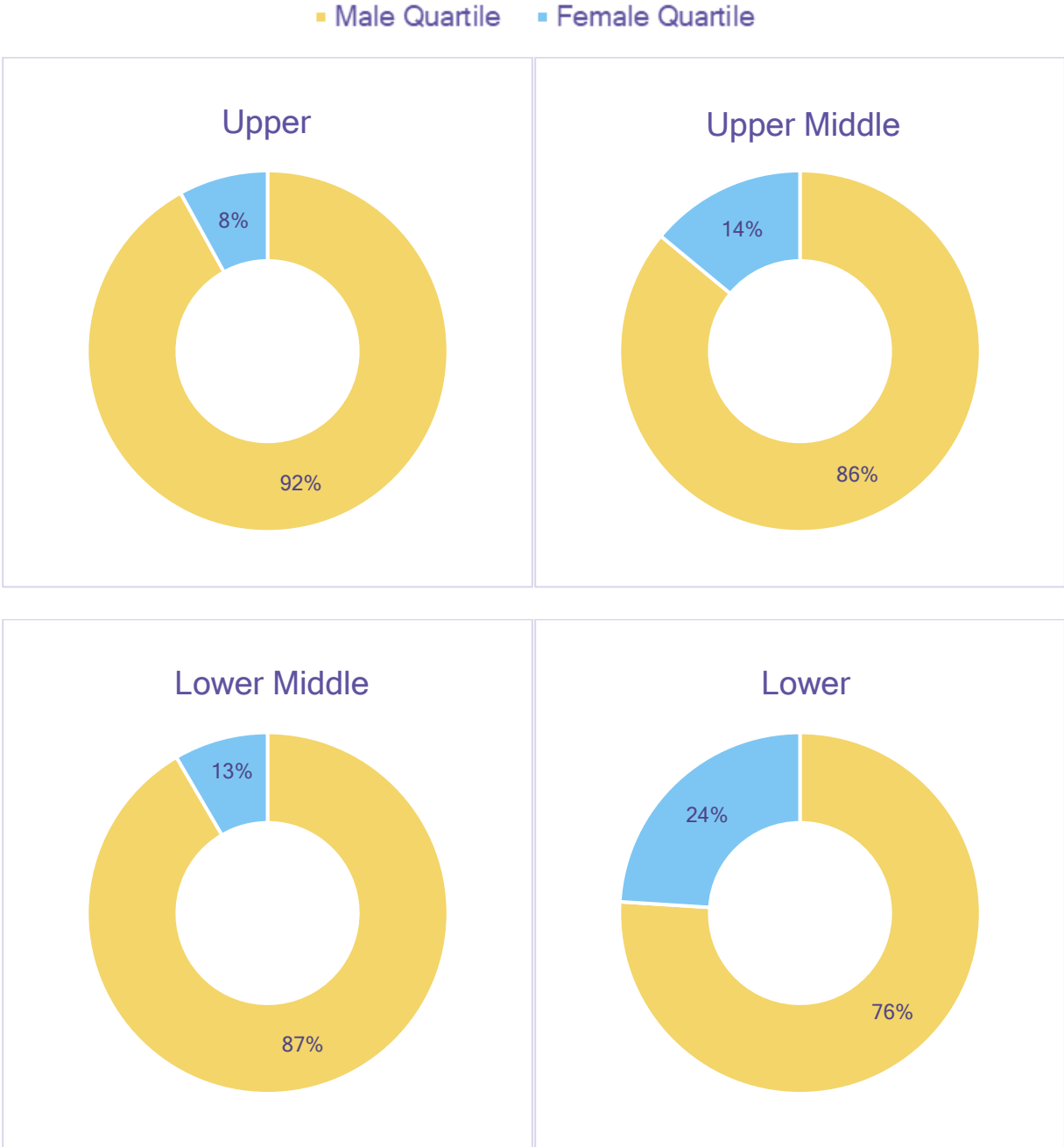
Mean gender bonus gap 2021	Median gender bonus gap 2021
52%	0%
Mean gender bonus gap 2022	Median gender bonus gap 2022
45%	71%
Mean gender bonus gap 2023	Median gender bonus gap 2023
48%	26%

- As predicted in our 2022 report, our Profit Share Scheme was paid to all eligible employees during the pay period and as indicated by the number of males and females receiving a bonus, the scheme is fully inclusive. Our mean results again demonstrate the challenges regarding low female representation throughout the Company and the number of males compared to females entering the scheme.
- Our median results are significantly different to 2022 because of the profit share scheme paid out more in 2023. In addition, we changed our continuous service awards to a monetary reward which contributed to an increase in total female remuneration.

Pay Quartiles

Pay quartiles are calculated by splitting all employees into four even groups from higher paid employees. Although we have seen marginal changes, it is evident from the below that we continue to have disproportionate groups of women compared to men throughout the business at every level.

From the last reporting period and up to the snap-shot date our workforce grew by 35%. Female new starters, entered the lower middle and lower quartiles and whilst the majority of males entered into the lower quartile, we saw an increase of men entering the upper quartile. The majority of female applicants were for support roles as opposed to operational, technical and senior level roles. This is an ongoing challenge for construction which continues to impact our gender pay gap.



What we are doing to close the gender gap

- We attended over 15 events that targeted young people and diverse groups in different communities and locations throughout the UK.
- Our graduate recruitment drive resulted in our most diverse graduate cohort since launching the graduate programme.
- We launched a new Leadership and Management Programme and a Building Champions programme where 30% of attendees are females.
- We have entered the Sunday Times Best Places to Work and will implement the action plan from the EDI insights report.
- We have given our leadership and management competencies, succession planning and our appraisal process an EDI focus.
- We have provided more flexibility in work design to support work-life balance.
- We have engaged with diversity recruitment platforms with a view of widening our reach to more diverse groups.
- Continue to monitor gender split in job applications to identify improved recruitment methods and identify trends.

CEO Closing Comments

As our report shows, we are still facing challenges in attracting females into construction especially for positions in the upper and upper middle quartiles. This is one of the reasons we have made a number of changes in our people policies and practices such as succession planning and leadership and management competencies, where we have bought more focus on diversity and inclusion. Our leadership programmes are available to everyone and I look forward to seeing more females progress their careers in leadership roles. I am proud and encouraged to see how many females are already participating on these programmes.

Whilst female participation rates in recruitment were low, 21% of female candidates were successful at securing employment for administration and support function roles. Therefore, we know our business has an inclusive and supportive environment. This was demonstrated in both Investors in People where we retained our Gold accreditation, and also in The Sunday Times Best Place to Work where engagement was above both the global benchmark and that of the construction industry.

However, there is no room for complacency because diversity and inclusion is an extremely important part of our business when considering an ageing workforce and a skills shortage. From a social value perspective, attracting diverse groups and providing opportunities to people from all backgrounds and communities, is simply the right thing to do. We know the more diverse we are the more resilient, successful and sustainable we will be.

We are absolutely committed and will continue to drive diversity and inclusion within our business and we are already taking action from our HR metrics and data insights.



Martin Brown

Chief Executive Officer