



# Barhale Gender Pay Gap Report 2024

# Gender Pay Gap Report 2024

## Introduction

Welcome to our 2024 Gender Pay Gap Report.

Barhale is a civil engineering and infrastructure specialist operating in the construction industry. We are an accredited multi-utility provider with expertise in water. Key to our successful delivery is our ability to react and be agile due to our structure and expertise.

Our performance over the last twelve months has been outstanding and as a result our workforce has grown markedly. The main contributing factor was our growing portfolio of work for the next five to ten years, and we have added to this capability through the acquisition of an in-house design specialist. Therefore, as we transition into AMP8, we need to remain operationally effective and resilient as we focus on delivering our client commitments throughout the UK including designing and building assets and infrastructure.

The nature of our work and the composition of our workforce is typical of the construction industry, which is known as one of the most male dominated sectors in the UK. Whilst being internationally diverse, our business predominately consists of men, the majority of whom, especially those working in our front-line operations, have worked in construction for the entirety of their working lives.

Our operations team bring vast experience, skill and expertise and they are instrumental in supporting our recruitment efforts and introducing people who will bolster our operational capabilities, which is key to our ongoing success. We recognise the diverse limitations of this approach at the same time we recognise that we are vulnerable to losing key skills and capabilities on a wide scale, from tunnelling expertise to design engineering, presented by recruitment challenges in a shrinking talent pool, an ageing workforce and a skills gap.

To address these challenges and to meet our objectives, our business strategy throughout 2023/2024 put a new emphasis on sustainability and resilience and on our social value and sustainability commitments. In parallel, our people strategy focused on leadership development to react to the long-term transformation of the construction industry, in addition to our operational competencies to ensure resilience especially at a time when our client portfolio continues to grow.

We are an equal opportunity employer and we will be guided by our business strategy, vision, mission and Values. This was recognised at the Investors in People Awards 2024, where we were a finalist for UK Employer of the Year Award (Gold +250). This is great recognition from a global organisation that benchmarks the best people practices and we were very proud of this achievement.

Our 2024 Gender Pay Gap report reflects our success and challenges.

## 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:



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



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
2023	27%	23%
2024	20.7%	23.7%

At the reporting date we employed 852 compared to 138 women.

There has been a significant reduction in our mean pay gap, which is a positive indication of the commitment the company has regarding equal pay between men and females in the same, similar or equivalent roles. We are confident that our report reflects the challenge of female representation as opposed to an equal pay issue. However, it remains that more men are in senior positions and receiving higher pay compared to women. It is a similar situation regarding our median results whereby, the number of men in senior roles with higher pay and the number of men in operational roles where pay is variable, is impacting our gender pay gap.

## 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 pay for women.



### Percentages of males and females receiving bonus

Our Profit Share Scheme was successful in the 2023/2024 financial year and therefore was paid to all eligible employees. This is evidenced in our mean results, where more females received a payment compared to men because of more men joining the company and not being eligible to join the scheme at the payment date. With regards to the median, this is reflective of the number of men who received promotions into senior positions and therefore would have received a higher bonus than previous.

Mean gender bonus gap 2023	Median gender bonus gap 2023
48%	26%
Mean gender bonus gap 2024	Median gender bonus gap 2024
33%	36%

### Pay quartiles

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

Pay Quartiles	Percentage of Females	Percentage of Males
Upper	5.5%	94.5%
Upper Middle	8.5%	91.5%
Lower Middle	10.2%	89.5%
Lower	30.5%	69.5%

From the last reporting period and up to the snap-shot date our workforce grew by over 20%. Female new starters entered the lower middle and lower quartiles and whilst many males entered into the lower quartile, we saw an increase of men entering the upper quartile due to internal promotions. As in previous years, 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.

## CEO Closing Comments

Throughout 2023/2024 we introduced succession planning, leadership competencies and three new leadership programmes. It is through these programmes that we aim to improve female representation at all levels throughout the Company.

Over the last 12 months, our focus has been on improved and continuous performance and business resilience. To achieve this, we needed to recruit strategically which meant bringing in the best talent or promoting employees into key positions. We did this successfully and we are confident that we are in a great position to meet Client expectations over the coming years.

Making leadership programmes available to everyone and with our commitment to apprentices and graduates, we are creating and presenting opportunities to diverse groups. We can see that we have a number of females

progressing their careers in roles previously held by men such as Estimators and Quantity Surveyors. In addition, we have female graduates in Civil Engineering and Health and Safety roles.

Whilst resilience has been and will be a key part of our strategy for the success of everyone, we are also committed to presenting opportunities to females that may not necessarily be front line operations, but are significant to the challenges, demands and the changing landscape of civil engineering and infrastructure.



**Martin Brown**

Chief Executive Officer