

2023 gender and ethnicity pay gap summary for **BAM UK & Ireland**

BAM UK & Ireland is fully committed to achieving a gender balance that better reflects society and the communities in which we operate.

No-one ever said it was going to be easy.

When we first started to report on the gender pay gap for our Construct and Nuttall employing entity businesses in 2019, we knew it was going to shed light on the mountain we still must climb. The construction industry has a historical gender imbalance with significant under representation of women and we know to change that it takes significant focus, effort and time.

But, with five years of data at our fingertips, we can now start to see how incremental changes, an unwavering focus on inclusion, leadership commitment and consistency is starting to pay off. In those years, whilst the proportion of women working in the Construct and Nuttall parts of our business has not increased significantly, our gender pay gap has continued to decrease and we see greater representation of women in our higher pay quartiles. Importantly, across all of our apprenticeships including craft and technical, our intake for early careers female recruits has remained above our overall demographic at 25% showing further positive steps for the future.

So, while the road ahead is still long and steep, it is important to take time and reflect on the distance already covered. We have already stated our commitment to reporting on our ethnicity pay gap along with gender which we will continue. We report our gaps by legal entity but our analysis goes deeper than that and we're fully focused on making improvements in all parts of our division, including Ireland, our Ventures business and our enabling services.

Progress has been slow and we continue to face challenges, but it has, nevertheless been progress. We're focused, we're motivated and together we'll make gender and ethnicity pay parity possible.

The data in this report represents findings from our qualifying employing entities: BAM Nuttall Ltd, BAM Construct & Ventures Ltd and BAM Ireland.

Diversity and Inclusion is a key strategic priority for our business and our industry. Our focus as an organisation is on ensuring we have an inclusive culture where all colleagues can thrive. With an inclusive culture diverse

talent is attracted, retained, engaged, developed and progressed within our organisation without any barriers. Whilst we see continued progress, maintaining focus and providing essential leadership is key to closing our gap.

We have continued to focus on our growth and were re-audited on our inclusion impact by an external partner in 2023. We are delighted to see significant improvement in all areas of our business, reflective of the focus and investment we have given to ensuring inclusion a golden thread through our business and ensuring we are appropriately resourced to support this change programme.

Our consistency of practice is clear and a Diversity & Inclusion Centre of Expertise to provide focus and strategic alignment is helping us to build inclusion into everything we do. Despite this promising change, we recognise that we are still on a significant journey and need to continue our efforts, adjusting and adapting to the social changes and demands of the world in which we operate.

BAM UK & Ireland is fully committed to achieving a gender balance that better reflects society and the communities in which we operate and this report outlines our improvement journey, as we strive to transform both the diversity and the inclusivity of our business.



John Wilkinson,
Chief Operating Officer,
BAM UK & Ireland



Andrea Singh,
Executive Director People,
BAM UK & Ireland

What is gender pay gap reporting?

From 2017 in the UK, the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, and in Ireland the Gender Pay Gap Information Act 2021, require any 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 in an organisation regardless of the roles they undertake. 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.

UK

What pay is used to calculate this?

Pay is defined in the Regulations and includes:



Basic pay



Paid leave



Full maternity and paternity pay



Full company sick pay



Site allowance



Shift premiums



Oncall / standby allowance



First aider



Bonus pay



Car allowance
(company cars are not included)

Ireland

What pay is used to calculate this?

Ordinary pay is defined in the Regulations and includes:



Salary



Allowances



Shift premiums



Overtime



Pay for sick leave



Salary top-ups for statutory leave



Garden leave pay



Bonus pay

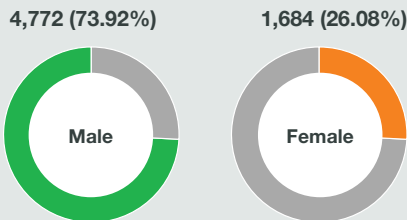
Understanding the gap

UK & Ireland combined 2023



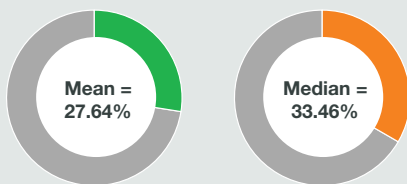
Data collected
UK: 5 April 2023
Ireland: 30 June 2023

% of total employees

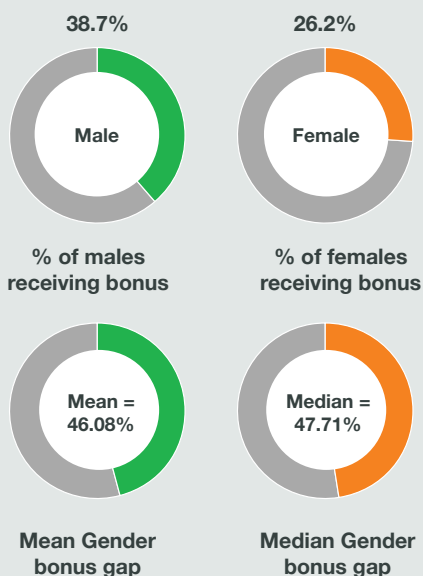


Gender Pay Gap

We operate in an industry that has a historical gender imbalance with significant under representation of women. This under representation of women, particularly in our more senior roles is one of the contributors to our gender pay gap. We also have an under representation of women in our skilled population of operatives, which we are focused on and working hard to change.



Bonus Pay Gap



Combining our data across our business, across all segments and Enabling Services teams, we are encouraged to report a reduction in both our median and mean gaps, in the region of a 4% positive change. However, any pay gap is disappointing to see in our business, and it is key that we fully understand the reasons for this and to ensure we maintain focus on the levers for change to close this gap.

Whilst our gap varies in extent across different areas of the business, when analysing the reasons behind our median and mean pay gaps, we see that the distribution of women through the quartiles is disproportionate, with a higher percentage of women in the lower quartiles and lower representation of women in the higher quartiles. This highlights how important it is to not only retain and develop internal talent but also to attract women into our business in quartiles 3 and 4.

A key focus this year has been in deeper understanding our pipeline of talent into our senior leadership roles, so that we can be maximise opportunities for diverse talent, focusing on how unconscious bias can affect our Perform & Develop activities, including talent identification and planning.

This year we have seen an increase of 15% on our female successors identified and an increase of 20% on female high potential talent identified. Talent conversations have enabled us to identify talent blockers and to find ways to unlock opportunities for our diverse potential successors into leadership roles.

In recognition of this, we have delivered training sessions for our managers on how unconscious bias can affect our Perform & Develop activities, including talent identification and planning. We have also taken action to support women experiencing symptoms of the menopause by introducing support through our external partner, Peppy. We know supporting women through this stage of their life is key to retaining them in our business and to ensure we do not lose the excellent skills and capabilities they bring to our business.

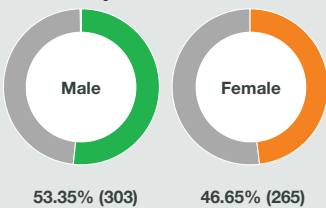
We clearly have much more work to do to achieve better balance and representation across all quartiles of our organisation and are committed to continually improving this.

In addition, we are also committed to attracting more women into our business via our Early Careers routes, which in time will create a more diverse talent pipeline. In the short term this can increase the proportion of women in the lowest quartile, widening our pay gap in the interim, however this is an important way to attract diverse talent into our business at the early stage of their career and we are fully committed to doing this to ensure we have a sustainable and diverse talent pipeline.

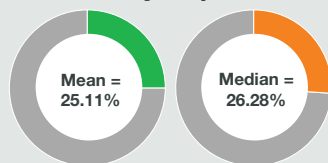
Analysis by Segment

Enabling Services

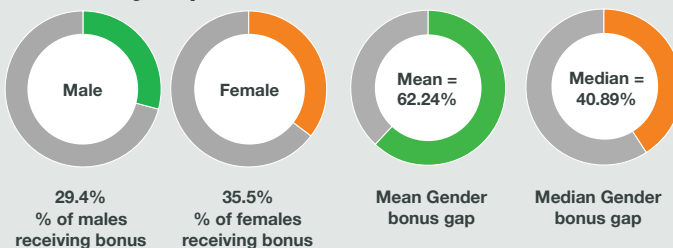
Make up of workforce



Gender Pay Gap

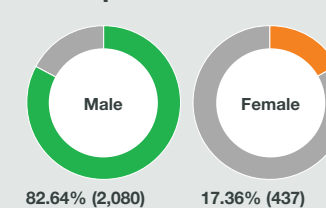


Bonus Pay Gap

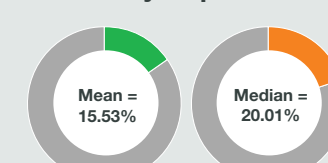


Civils

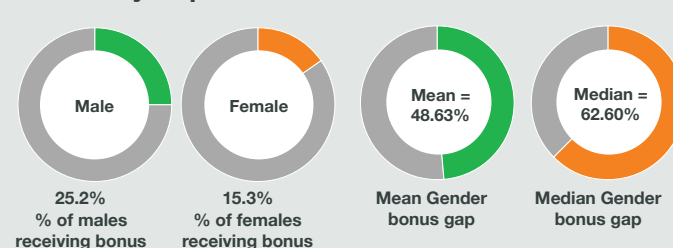
Make up of workforce



Gender Pay Gap

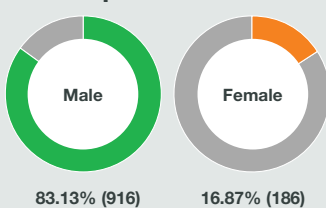


Bonus Pay Gap

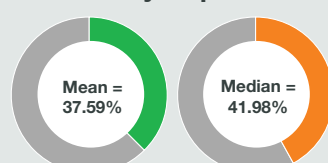


Construction

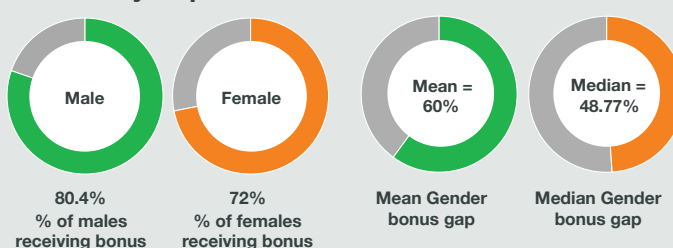
Make up of workforce



Gender Pay Gap

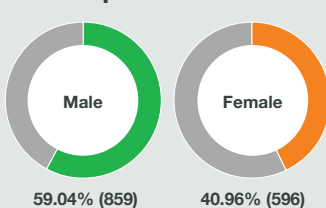


Bonus Pay Gap

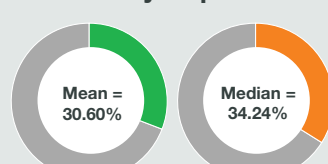


Ventures

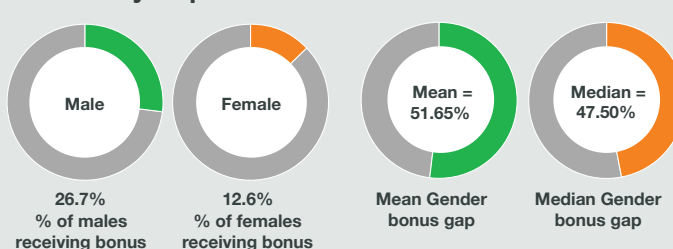
Make up of workforce



Gender Pay Gap

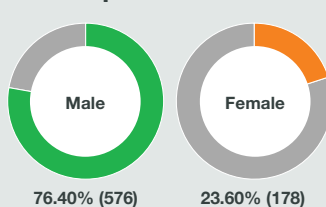


Bonus Pay Gap

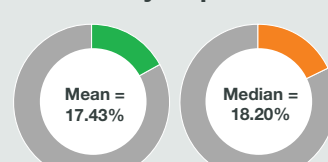


Ireland Includes all employing entities, not only those under Ireland legislative reporting (snapshot date: 30 June 2022)

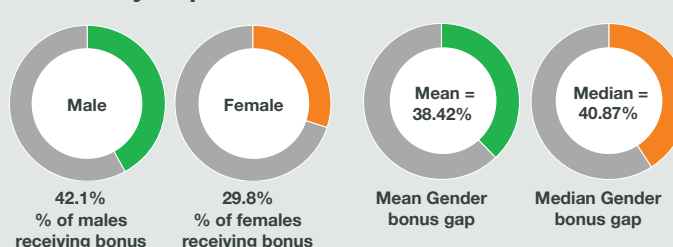
Make up of workforce



Gender Pay Gap



Bonus Pay Gap



Closing the gap

Broadening Minds

Education is key for us to ensure all our colleagues understand the fundamentals of Diversity and Inclusion. Our Divisional Leadership Team have received one to one coaching to explore what inclusion means to them personally and how they can apply this awareness in how they manage their teams and business. Our enabling service functions are also deepening their knowledge of what D&I means in their everyday roles so that we can ensure inclusivity is the golden thread running through everything we do. This year we have focused on the launch of our Inclusion at BAM Programme which has provided training and education to all colleagues in the UK & Ireland via a whole catalogue of learning and sharing opportunities to help our people demonstrate inclusive behaviours in everything they do. We have trained 69 of our senior leaders this year, across UK & Ireland, through our 2-day Inclusive Leadership course, with a further 100 leaders scheduled for 2024. Finally, we trained 25 internal D&I trainers to roll out our D&I Fundamentals training workshops to all of our UK & Ireland colleagues as we go into 2024.

Inclusion Everyday

In 2023, we invited Equal Approach into our business and provided them with full access to our people, systems, data, customers and supply chain. We undertook the Return on Inclusion assessment for a second time, the first being in 2021. The assessment reviews 100 different drivers for inclusion and identifies key focus areas to become more inclusive which have been built into our UK and Ireland D&I strategy. We made considerable improvement across all BAM UK & Ireland segments between the two assessment periods to date and have identified further areas for improvement which have now been embedded into action plans for implementation. In 2023, we also established our Divisional Inclusion Steering Group to ensure accountability, ownership and delivery of the aforementioned action plans. We are furthering this accountability by creating Segment Inclusion Steering Groups in 2024, all of which will have an assigned Diversity & Inclusion Business Partner to support the activities undertaken by the steering groups ensuring the golden thread of inclusion in all that we do.

Removing Barriers

This year we launched our UK & Ireland Inclusion Networks, giving our colleagues access to employee run networks on diverse characteristics. The newly formed Gender Action Network has supported the business with initiatives to address the gender pay gap ensuring we get input not only from leadership but also from our colleagues with lived experiences to share. Looking forward to 2024, the Gender Action Network will formally launch their objectives which focus on a variety of gendered issues including professional development; family leave and returners, and educational partnerships. Each of our networks are sponsored by an Executive Director from the UK & Ireland board. Alasdair Henderson, Executive Director Ireland, is the Executive Sponsor for the Gender Action Network .

Forensic analysis

We made considerable progress addressing our gender pay gap in Ireland this year by undertaking a detailed analysis of job roles versus pay. Immediate action was taken to address issues identified and the exercise highlighted the need to continually review and challenge behaviours and actions which can become normalised through long periods of unconscious bias. While gender pay parity is an absolute business policy and commitment, addressing historical imbalance and embedding inclusive leadership in an ongoing process.

In the words of our people



In embracing inclusive leadership, I have come to recognise the significance of addressing the gender pay gap as a crucial step towards fostering equality within our organisation. This awareness has not only slowed

my decision-making processes but has also shaped my commitment to implementing fair and transparent policies, ensuring that everyone, irrespective of gender, is recognised and compensated equitably for their contributions. As part of my commitment to inclusive management, I am actively working towards narrowing the gender pay gap within our team. By fostering an environment that values diversity and inclusivity, I aim to create a workplace where every individual feels seen, heard, and fairly rewarded. This dedication to equality and equity is integral to my leadership style, influencing both my decisions and overall approach to fostering a culture of inclusion.

Paul Brennan, Digital Project Solutions Director

Gender Action Network

In 2023, the Gender Action Network successfully relaunched across BAM UK & Ireland with a firm structure, governance, and objectives, supporting and guiding our entire UK and Ireland business.

The Gender Action Network continues to address the ongoing issues that our industry faces regarding gender equality, equity, and parity, we recognise that gender is not binary and will endeavour to encompass and support all genders including women, men, transgendered and non-binary individuals throughout their careers here at BAM.

Our executive sponsor, Alasdair Henderson (Executive Director, Ireland) provides guidance and removes any blockers the network may need support with. This level of senior engagement and sponsorship upholds the objectives of the team, and clearly aligns their own objectives with the strategic aims of the business.

Throughout 2023, the Gender Action Network committee scoped and agreed seven strategic objectives which have been informed by ongoing industry trends, insights from our Return on Inclusion Audit and the feedback received from our Gender Action Network member's.

The objectives are as follows:

1	Safe Space Environment: Ensure quarterly Safe Space meetings are held and are open to all employees who wish to attend.
2	Professional Development: Looking into the gender diversity of our colleagues who go through professional development and expand the institutes which we engage with.
3	Transitioning Policy: Create a transitioning policy for our colleagues including support for those whose children are transitioning.
4	Domestic Abuse Policy: Support the creation of a domestic abuse policy in line with our Family Friendly policy.
5	External Educational Partnership: Look to and engage with partner with educational institutes and programmes, in line with the purpose of the Gender Action Network
6	Recognition and Celebration: Continually recognise and celebrate our colleagues whom role model and champion gender equality, equity and parity.

These objectives will be formalised in January 2024 and launched to the wider business.

Across 2023, the Gender Action Network had many successes which supported our overarching objective to address the ongoing issues that our industry faces regarding gender equality, equity and parity.



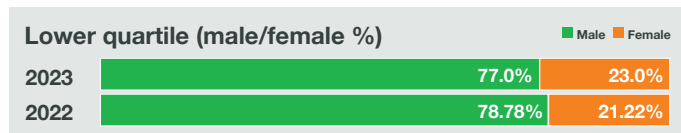
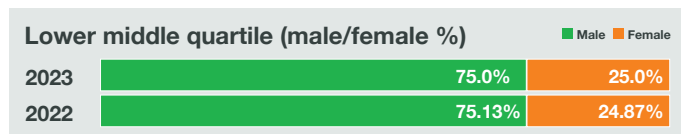
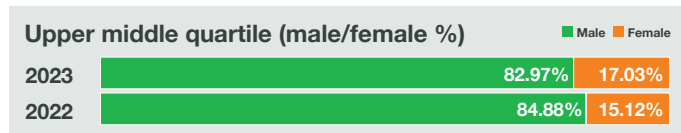
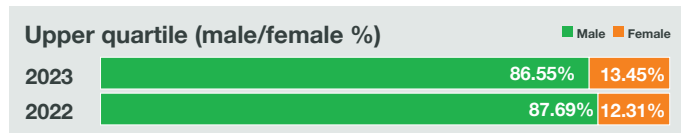
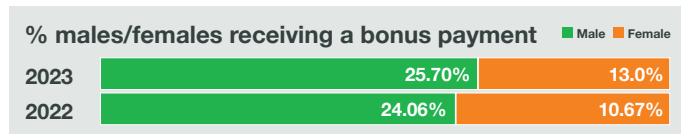
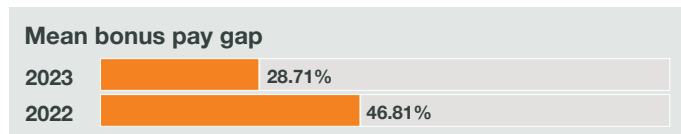
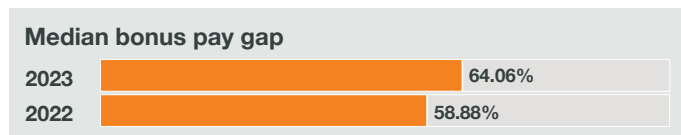
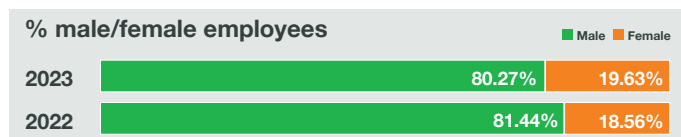
The Gender Action Network Committee and I look forward to what 2024 has to bring, working directly with our member's, colleagues and the wider industry to further progress on our objectives and work towards closing the Gender Pay Gap.

Megan Wilkinson,
Chair of UK&I Gender Action Network

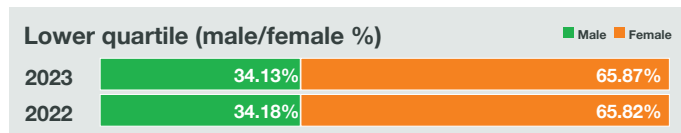
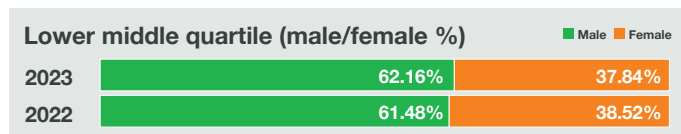
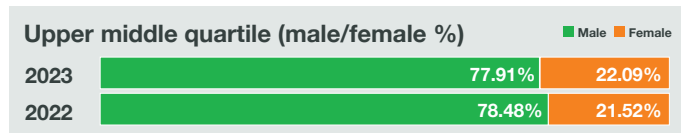
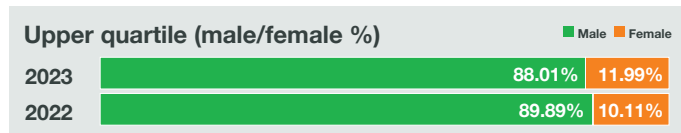
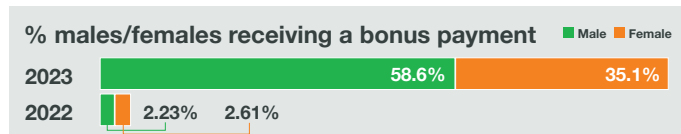
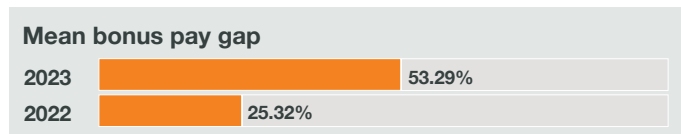
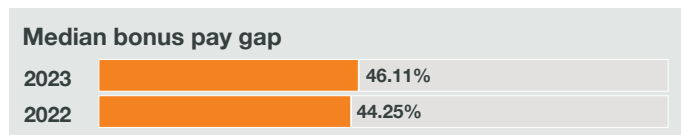
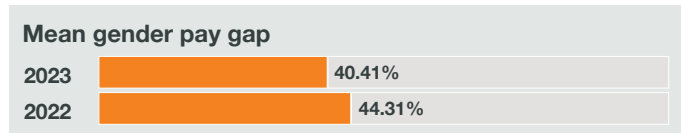
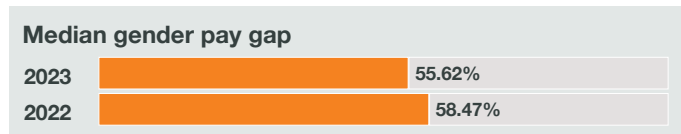
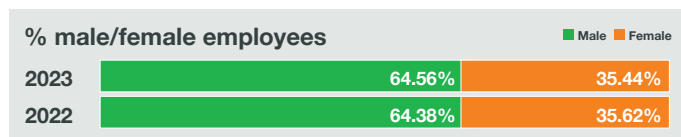
Statutory Disclosures – Gender Pay Gap

The following represents our statutory disclosures which are reported in the format of our employing entities as at the time of the data collection.

BAM Nuttall



BAM Construct



BAM is committed to recruiting, developing and providing opportunities to ensure that all women within our business can achieve their full potential. The UK & Ireland Divisional Leadership team and senior management

team are committed to this and in achieving improvement in our pay gap and acknowledge that this is something that will take combined and concerted effort over a sustained period of time, which we are fully committed to. I confirm that data and information

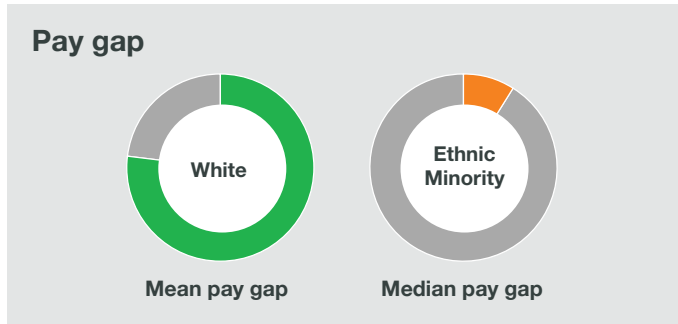
contained in this report is accurate as at the snapshot dates of 5 April 2023 and 30 June 2023 and has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and the Employment Equality Act 1998 (Section 20A) (Gender Pay Gap Information) Regulations 2022.

**Andrea Singh, Executive Director People,
BAM UK & Ireland**

Ethnicity Pay Gap – UK Only

As a business, we are committed to improving diversity and inclusion in all forms. To support this commitment and in the interests of being transparent, we have chosen to publish our UK Ethnicity Pay Gap figures taken from our 5 April 2023 snapshot data ahead of any obligation to do so.

Although there is not a statutory requirement to publish the ethnicity pay gap, we have chosen to publish this information for the second year running. With two years of ethnicity pay gap data, we continue to report and report beyond the headline figures to better understand how our culture and interactions help us close the gap.



The ethnicity pay gap is defined as the difference between the mean or median hourly pay rate that White employees and employees from a Black, Asian and minority ethnic background receive.

The mean pay gap is the difference between hourly earnings for staff from a Black, Asian and minority ethnic background and White staff, taking the sum of all hourly rates divided by the total number of White or other Black, Asian and minority ethnic staff.

The median pay gap is the difference between the midpoints in the ranges of hourly earnings between staff from a Black, Asian and minority ethnic background and White staff. It takes all salaries, in order from lowest to highest, and picks the middle-most salary.

The data shows that the median ethnicity pay gap has increased vastly from 9.37% in 2022 to 16.49 % this year. The mean ethnicity pay gap has also increased to 17.03 %, higher than 9.12% for 2022.

We recognise as with gender, in order to drive real change we need to address the under-representation of ethnic minority colleagues employed in senior roles.

What BAM is doing now

BAM recognises the need to continue to work to find ways to close both the gender and ethnicity pay gaps. This will include continuing to focus on the recruitment and retention of women and Black and other minority ethnic colleagues, particularly in senior roles – and in alignment with our Race at Work Charter action plans, introducing additional initiatives to reduce the pay gaps.

The D&I COE Team are rolling out our Diversity and Inclusion Fundamentals and Inclusion@BAM programme, which represents a significant milestone in our commitment to fostering a diverse and inclusive workplace. Both courses will play a pivotal role in ensuring that all employees, across departments and levels, have access to essential knowledge and skills that underpin our culture of diversity and inclusion.

ME@BAM (Minority Ethnic)

We have an active ethnicity network, ME@BAM, who will be integral in analysing the detail behind our pay gap and in developing data driven actions that support our D&I strategy for everyone.



ME@BAM is a network made up of colleagues from across UK & Ireland focused on helping colleagues from an ethnic minority background with a supportive community, professional development and increasing representation at all levels in the business.



BAM's strategy for the years ahead is founded on a commitment to change more proactively some of the systemic issues that hinder diversity and inclusion in construction, and in our own organisation. Driving change in culture and behaviour takes time

and requires a long-term commitment to a programme of actions. Implementing this strategy provides an opportunity to integrate inclusive practices in our culture as well as in the ways we look to improve.

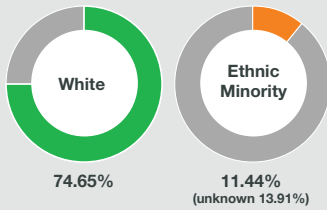
The group has three key objectives for 2023:

- Capturing and reporting ethnic minority data
- Measure and increase ethnic minority representation in succession plans
- Inclusivity in HR processes

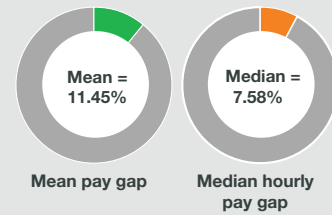
Ethnicity pay pap – by segment

Enabling Services

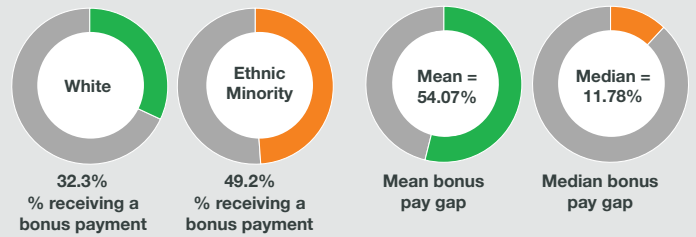
% of total employees



Pay Gap

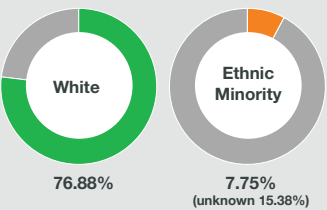


Bonus Pay Gap

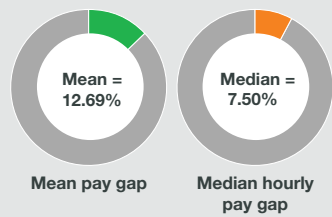


Civils

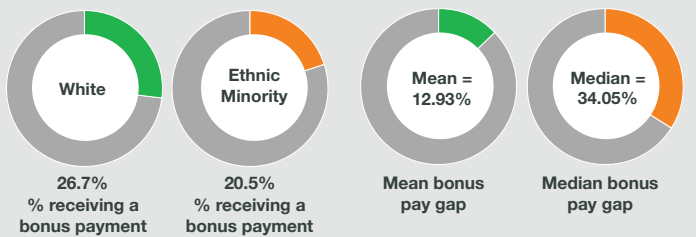
% of total employees



Pay Gap

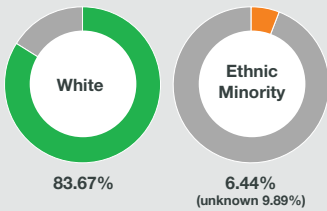


Bonus Pay Gap

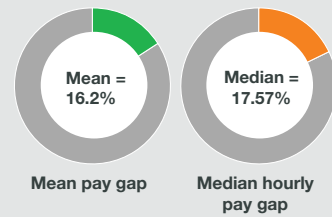


Construction

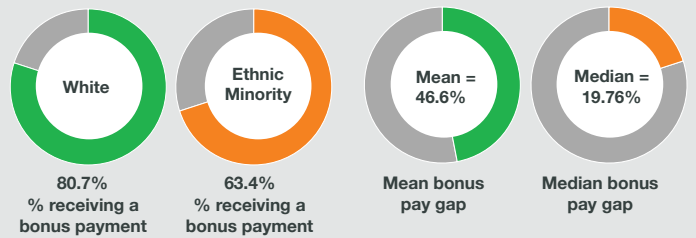
% of total employees



Pay Gap

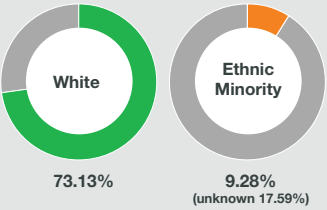


Bonus Pay Gap

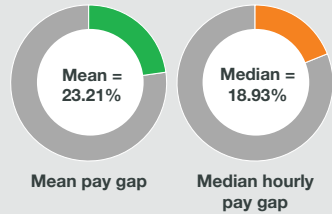


Ventures

% of total employees



Pay Gap



Bonus Pay Gap

