

# Gender Pay Gap Report 2020-2021

We are passionate about fairness, equality and inclusion and are committed to reducing our gender pay gap.



**BAM Nuttall is committed to achieving a gender balance that better reflects society, benefits the business, and enhances people's lives.**

We are pleased our efforts to close our gender pay gap are achieving results. A focus on women in our career and succession planning, and the introduction of targets for female new hires, increased percentages of women in the lower middle, upper middle and highest quartiles. And we have almost reached 1:4 gender balance, across our business.

The shift has decreased the percentage of women in our lower pay quartile, validating the need to maintain our focus on developing and attracting diverse talent, by encouraging and supporting women into craft and trade roles.

- We continue to grow our partnership with 'Women In Science and Engineering' (WISE), encouraging women and girls to pursue science, technology, engineering and maths (STEM), and flourish in their choice of career. As a strategic partner and member of WISE, BAM Nuttall collaborates with organisations relying on people with STEM skills and talents, to address the challenges.
- We are developing stronger propositions for our early careers talent. By piloting innovative approaches for apprenticeship recruitment, we attracted and engaged greater numbers of female applicants than previous years. This resulted in achieving record hires for our September intake, of one woman for every two men. An uplift on the previous year of more than 10%.

We encourage colleagues, particularly those in leadership roles, to step up and be visible as allies, and challenge and change views around gender. There is still much to do to increase the total number of women in our business and progress more women into senior roles. In collaboration with our wider industry, we want future roles in our sector to be seen as exciting and sustainable opportunities by diverse talent.



BAM Nuttall is fully supportive of gender pay gap reporting.  
**Adrian Savory, CEO, BAM Nuttall**

## What pay is used to calculate this?

Pay is defined in the Regulations and, according to the Office of National Statistics, includes:



Basic pay



Paid leave



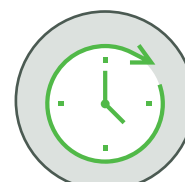
Full maternity and paternity pay



Full company sick pay



Area allowance



Shift premiums



Oncall / standby allowance



First aider



Bonus pay



Car allowance (company cars are not included)

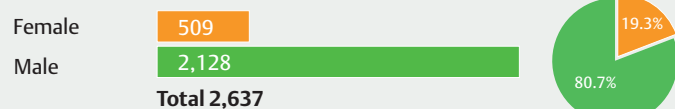


## What is gender pay gap reporting?

From 2017, the Equality Act 2010 (Gender Pay Gap Information) Regulations 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 in an organisation regardless of roles. Gender pay gap reporting is not about equal pay. Equal pay concerns differences in the actual earnings of men and women doing equal things.

## Pay 2020

### Full Pay Relevant Employees

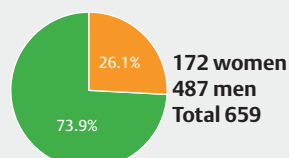


### Pay Gap

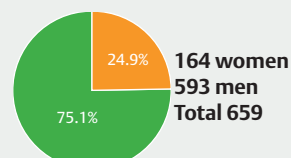


## Quartiles 2020

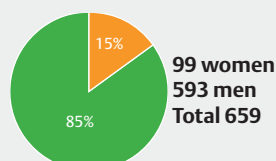
### Lowest



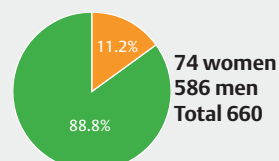
### Lower Middle



### Upper Middle

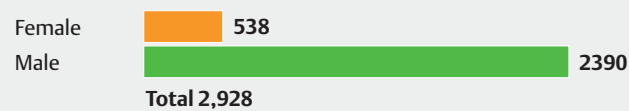


### Highest

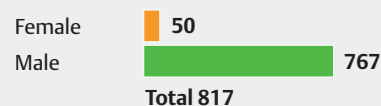


## Bonus 2020

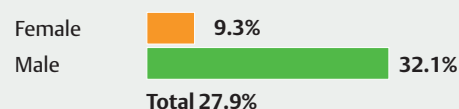
### Relevant Employees (No.)



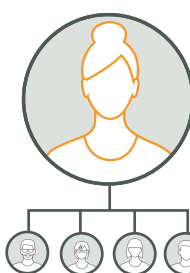
### Receiving Bonus (No.)



### Receiving Bonus (%)



### Gender bonus gap (%)



## Reducing the gap

Our gender pay gap is a result of too few women in our business and too few women in senior roles which is comparable with our industry peers.

We value and employ a large skilled population of operatives, where women are historically under-represented and where productivity bonuses are paid. As a business and an industry, we're working to change this and are achieving improvements in gender representation year on year.

At BAM Nuttall we are committed to inclusion, equality and fairness, and reducing our gender pay gap. We use the 'WISE' Ten Steps framework, which is designed to increase successful recruitment, retention, and progression of women, and deliver better results and company performance.

We want to improve the experiences of women working in and alongside our business. Company-wide and local action plans are developed around the WISE Ten Steps, and our Divisional Directors are accountable for making sure more is done to help women achieve their potential and make the maximum contribution to the success of our business.

## Taking action to increase gender inclusion, equality and fairness



### Leading change and demonstrating commitment

We encourage and empower our employees to participate in STEM activities, such as school visits for our STEM Ambassadors programme. And Inspiring People events, in local communities, where our projects are delivering infrastructure to enhance lives.

We engage our people and our supply chain in national campaigns such as 'International Women's Day' and 'Women In Engineering Day', encouraging everyone to get involved in company and industry events, on project sites and in offices. This gives us greater opportunities to celebrate and increase visibility of our talent and encourages more women to consider STEM qualifications and careers.



Colleagues' inspiring story are shared across our business, bringing home to many leaders and managers, the frustrating experiences of women with aspirations and dreams in STEM industries. And is making a difference to the recruitment and promotion of female talent in engineering and construction.

We continue to support 'The [Engineering the Future for Girls](#)' outreach initiative. BAM Nuttall is one of the partners, including BP, in this initiative, together with the Faculty of Engineering at the University of Strathclyde, Glasgow. Each year 100 schoolgirls visit the university to take on engineering challenges. The partnership also runs a residential outward-bound course within the Department of Civil and Environmental Engineering.

### Career opportunities and progression



We focus on upskilling managers and providing tools to teams that focus conversations on creating opportunities, identifying potential, providing flexible working practices, developing employees and attracting new talent. Our Equality, Diversity and Inclusion (EDI) training has reached a greater number of managers, including unconscious bias, and career conversations that matter.

Management teams have been challenged on the diversity of potential successors and people with high potential for leadership roles where only 20% of talent identified were female. Using 'Think Potential', an objective model has helped remove bias, achieved greater transparency and is improving the balance.

In 2019, 30% of high potentials in the lower quartile were female and 27% in the middle quartiles. Our Leadership Programme nominations moved from 10-20% female candidates, to 30-50%. Analytics and insights from gender pay gap reporting have also supported an increased focus on the impact of promotions and bonus payments.

We continue to offer a mentor to every employee, or the opportunity to mentor others, and over 25% of our people participate in the programme, with 23% of women. Members of our leadership team mentor and are mentored by colleagues of all levels. By sharing their experiences and perceptions of the business, they can understand better the imperative to improve our diversity and inclusion efforts.



Our 'Development Centres' offer people the opportunity to learn how to recognise their and develop learning and career plans. These opportunities are now promoted, and individuals can 'opt-in', instead relying on manager's nominations. Empowering people by allowing them to express an interest in progressing their own opportunities, is helping to challenge gender stereotyping.

Collaboration with our new Inclusion Steering Group has achieved more alignment of BAM Nuttall's strategic, regional and department Gender Action Plans to the 'WISE' 10 Steps. This diverse population represents minority populations, including women, bringing fresh and new perspectives to policies, plans and creating impact.

## Life at BAM Nuttall



'Diversity is a major consideration in our early careers programme, to address not only inequality, but also the skills gap and to ensure we remain a competitive, sustainable business.'

Every year we recruit 100 new staff at entry level to our business – they are all encouraged to be the best they can or want to be in terms of their careers. We accept people's needs and desires change at different points in life's journey and our development programmes for careers, academic and professional qualification reflect this – everyone is treated as an individual in BAM Nuttall.

Much has been done to address gender inequality in our young population. Ambassadors from our business provide the prime area of support for the recruitment of young people and we work with key organisations such as Equal Engineers to develop strategies to target under-represented groups. Recruitment centres for interview are always staffed with an equal gender split and all staff involved in recruitment achieve unconscious bias training.

With social value at the core of our business in 2020 we will be looking to do more to target our future pipeline working across the 7-18 age range on a number of exciting projects with different partners.'

**Paul Skerry, Early Careers & Professional Development Manager**



Being part of our STEM outreach programme, BAM Ambassadors, has allowed me to share my passion for getting more young people into careers in construction and not just engineering. I love hearing young girls say to me 'I want to be a civil engineer like you'.

I have been honoured to have some amazing role models in my division who have encouraged me and inspired me to be a strong successful female like them. I can see that things are changing. My next project team is predominantly female, and already the dynamic of the meeting room feels different. I look forward to all project teams having such balance. I have always felt that I have more to give to the company and have seen a culture shift over the time I have been working at BAM Nuttall. So, when the opportunity arose to be part of the inaugural Reverse Mentoring Scheme, I jumped at the opportunity. I was fortunate to be paired with our previous CEO and reverse mentor him for a year. The scheme allowed for different topics to be explored and for a young, female, asian voice to be heard. Steve became more curious and less afraid to ask hard questions over our year together and we are still in touch now. The Reverse Mentoring Scheme has allowed for the older mostly-male generation to have their eyes opened to the generational and gender gap that exists in our business. I'm really excited for the future of BAM Nuttall and I respect the willingness to have tough conversations for the betterment of the company.

**Irosha Gunatunga, Section Engineer**



I've enjoyed a long operational career in the engineering sector working on some fantastic major projects, and have acquired hands on, learned experience of some of the challenges and opportunities on the road to gender parity.

I have been in BAM Nuttall for over 4 years now, and in that time I have seen us make great strides towards gender parity, yet we recognise there is still much to do. The business has made a huge commitment by creating a 'Centre of Expertise' in Social Impact and Inclusion. I head up this team, who support our people and projects to implement and measure the impact of their diversity actions plans, @BAM people networks, and other campaigns and initiatives delivered in partnership with our customers and stakeholders. Our sector boards are forming ED&I groups, supported by our strategic partners such as the WISE Campaign, and our operational plans have set clear ambitions for the change we want to see in 2021 and beyond.

We have begun to create real awareness of the value of difference, and also that societal barriers to minority groups do exist and we have the opportunity to change that to ensure everyone has an equal and fair access to opportunity. Our approach to talent attraction, retention and succession is becoming more cognisant of the benefits of diverse teams, and I believe that the target for 25% new female hires and 1:3 succession planning will help to improve our gender pay gap.

**Faye Jenkins, Head of Social Impact, Diversity and Inclusion**



I returned from maternity in 2018. As a section engineer, there were no commutable sites for me to return to but an office where I could take on a desk based role. What I wanted to ensure was that my step change was not seen as a hurdle but a benefit for myself and my career. Through engaging with senior leadership this resulted in a secondment as a guest planner in my division and I have really enjoyed the new challenges and skills this brings.

I can see why female colleagues before me have changed careers within the construction industry following motherhood. I plan to return to live projects in 2021, and I want to prove that it can be done and role model this. Balancing a family, a career and being on live projects is managed in many families already, so why should that not be the case when it is a female's role in the industry? Having a mentor really helped me to stay connected to the business during leave and was essential in supporting that return back into the workplace.

This has been a difficulty our industry has come across, and will do more often as the number of female workers in the industry increase. I know not all circumstances and the same, and that's where the difficulty comes in for businesses. So I hope by leading by example that we can show that there are ways of balancing, and adapting careers that do not prevent progression, or continuing a career in construction.

**Alison Irving, Section Engineer / Planner**



**BAM Nuttall is committed to reducing our gender pay gap and is wholly dedicated to recruiting, developing and providing opportunities to ensure that all women within our business can achieve their full potential. I confirm that data and information contained in this report is accurate as at the snapshot date of 5 April 2019 and has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.**



**Alasdair Henderson - Global Director, HR Business Partnering, BAM**