

# Gender Pay Gap 2018 Report

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.**

As a member of the WISE board, I represent the civil engineering and infrastructure sector and can collaborate with organisations relying on STEM skills and talent to address the challenges and close the gap.

I was proud that our organisation won awards this year, recognising Alasdair Henderson as respected male ally and champion of gender balance, with the 2018 'WISE Man award' and Brian Walton with the 'Inspirational Man of the Year' award for Women In Rail. I encourage all our leaders, employees, suppliers, partners and customers to challenge and change views around gender by:

- Using industry events as a platform – this year included Isla Hill, Senior Quantity Surveyor, speaking at the 'European Women In Construction' event and Irosha Gunatunga, Section Engineer, joined me to share our experience of reverse mentoring at a Highways England diversity week event; ongoing sponsorship of industry events and awards, including WISE and Women in Rail.
- Supporting national campaigns such as International Women In Engineering Day, encouraging everyone to get involved on project sites and in offices; and participating in high quality research in the workplace.
- Encouraging and empowering 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.

**Steve Fox, CEO, BAM Nuttall**

## 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.

## 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)

## Our gender pay gap data

### Data collected



5 April 2018

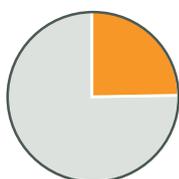
### Workforce



469 (17%)      2,294 (83%)

Improvement of 1.2%

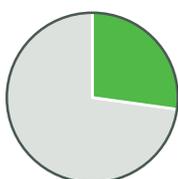
### BAM Nuttall mean gender pay gap



24.8%

Improvement of 1.4%

### BAM Nuttall median gender pay gap



27.4%

Improvement of 0.3%

## Bonus payments

Bonus payments are a long-standing practice in our industry for trades roles, where women are 1.5% of this population. The lower numbers of women receiving a bonus, and the bonus gap reflect the gender imbalance in this population.

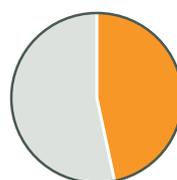


41.4%



14.7%

### Mean gender bonus gap



46.9%

### Median gender bonus gap

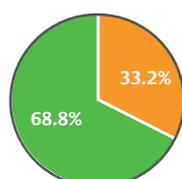


62.1%

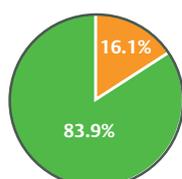
Since 2017 the percentage of both men and women receiving bonuses increased, and both the mean gap and median gaps reduced, by 6.9% and 6.3% respectively.

## Pay quartiles

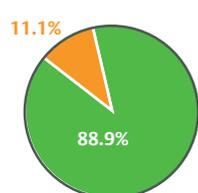
Combining our hourly pay rate data and dividing into four quarters, the % of women and men in each quarter:



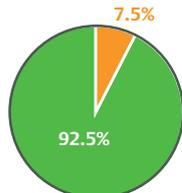
**Lowest Quartile**  
229 women  
to 461 men



**Lower Middle Quartile**  
111 women  
to 580 men



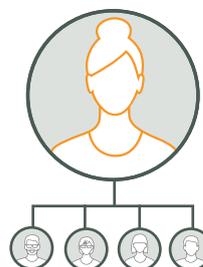
**Upper Middle Quartile**  
77 women  
to 614 men



**Highest Quartile**  
52 women  
to 639 men

● Male    ● Female

## Reducing the gap



Our gender pay gap is a result of too few women in our business and too few women in senior roles, comparable with our industry peers. We employ a large skilled population of operatives, where women are historically under-represented. As a business and an industry we're working to change this and are committed to achieving improvements in gender representation year on year.

We are committed to inclusion, equality and fairness, and reducing our gender pay gap. We use the 'Women In Science and Engineering' (WISE) Ten Steps framework, which is designed to increase successful recruitment, retention and progression of women, and deliver better results and company performance.

At BAM Nuttall 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

Divisional Directors continue to develop gender balance action plans, embedded into their annual Operating Plans. Details include succession plans and tailored recruitment campaigns, and progression opportunities specific to regional and sector opportunities and partnerships. Divisions report to the board quarterly, alongside other business and financial targets.

In 2018 we launched our 'Reverse Mentoring' programme, training people to mentor leaders and senior managers from different backgrounds and gender. The participants reported considerable successes, in particular how regular conversations and building closer relationships led to sharing honest and insightful stories. This is helping mentees understand more deeply the experiences of others, the impact of their decisions and actions on others, and mentors have welcomed the opportunity to influence action and change.



Listening to feedback in diversity forums, such as Women@BAM, and analysis of our employee survey results, has helped us identify the extent that 'bullying and harassment' disproportionately affects women in our business. We're reviewing policy and training, with support from leaders, to help address these issues more forcefully and continue to encourage people to speak out and seek support.

Ongoing supervisor, manager and leadership development programmes include Unconscious Bias training, and set clear accountabilities for achieving improvements in gender balance across their own teams. We've trained people in our business to deliver this training, increasing our reach beyond courses delivered by an external provider. We continue to develop our approach and guidance for managing teams who are increasingly adopting agile and flexible working practices and we explore new ways to design roles in our business.



### Career opportunities and progression

Improved processes and changes to our recruitment collateral is increasing our reach to candidate pools with better gender balance, and appearing more attractive and accessible to women at all levels, from Apprentices to Directors. This has helped us achieve better gender balance in early career roles, including apprentices.



All gender balance improvement and action plans, and ongoing results, are assessed and supported by our People and Culture Director, the Culture & Diversity Team and Diversity Champion network. Our increasing focus on achieving better gender balance is having a halo effect across other areas of our inclusion strategy e.g. BAME, LGBT and disability, and as a result we're prioritising and resourcing activities accordingly.

## 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.

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 2019 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. 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 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 and I respect the willingness to have tough conversations for the betterment of the company.

**Irosha Gunatunga, Section Engineer**



I've enjoyed a long 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.

Having been at BAM Nuttall for two years now, I have seen the commitment to take action to achieve true equality although I recognise there is still a lot to be done. Recently, I was appointed as Social Impact Manager – which is new ground for the business and a demonstration of the desire to make change happen.

Our commitment to improve the succession of women in our business must happen in parallel with our commitment to improve social mobility if we are to make a lasting impact. Only 4% of railway engineers are women, and women make up just 12% of the engineering workforce - yet girls consistently outperform boys in STEM subjects.

Why is this not translating to the boardroom? We need to engage as early as possible in schools, to enable girls to make informed career choices, and have access to positive female role models. Employer led ownership of skills is our current challenge, but will reap rewards in the future if we get it right.

**Faye Jenkins, Social Impact Manager**



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 I have spent the last 5 months

working as guest planner in my division and am enjoying 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 by 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? I have no doubt the decisions I have made in the last year and planned for going forward will not set me back as a civil engineer.

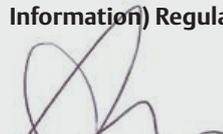
This has been a difficulty our industry has come across, and will do more often as the number of female workers in the industry increase. I know not all circumstances are the same, and that's where the difficulty comes in for businesses. So I hope by leading by example that we can show that there are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

**Alison Irving, Section Engineer / Planner**



**BAM 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 2018 and has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.**



**Alasdair Henderson, People & Culture Director, BAM Nuttall**