



Our Gender Pay Gap Report

Our ongoing commitment to diversity, fairness, inclusion and respect and to reducing our gender pay gap.



BAM Construct UK Ltd is committed to developing a workforce that reflects the diversity of our customer base and the communities in which we operate. We are working to achieve this and to have a visibly inclusive culture, attracting the best talent to our business by having an environment which enables people to fulfil their potential. I personally lead our Diversity Steering Group because I believe in the business benefits of diversity.

We are taking steps to achieve this by:

- Promoting our industry and specifically BAM as a place of opportunity for women, by participating in careers fairs and social media campaigns
- Raising awareness among our staff and supply chain of the benefits of diversity and inclusion
- Consciously aiming to recruit graduates, trainees and apprentices and candidates for vacant posts from a wider range of backgrounds
- Making our recruitment and progression procedures more objective
- Awareness raising and training, including training in unconscious bias

Like many businesses in our sector, our pay gap analysis indicates the scale of the task. The key steps to addressing the gaps are to encourage a greater number of women to join us, and to ensure that there are no inhibitors to their progression within the company.

Reducing our gender pay gap will be an important benchmark of progress against our goal of becoming a more diverse business.

James Wimpenny
Chief Executive

What is gender pay gap reporting?

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 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 doing equal things.

What pay is used to calculate this?

Pay is defined in the Regulations and includes:



Basic pay



Paid leave



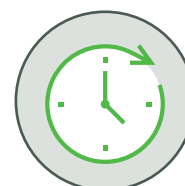
Full maternity and paternity pay



Full company sick pay



Site allowance



Shift premiums



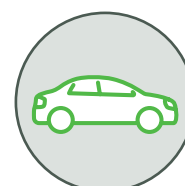
Oncall / standby allowance



First aider



Bonus pay



Car allowance
(company cars are not included)

Our gender pay gap data

Data collected



5 April 2017

Workforce



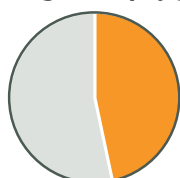
865



1,739

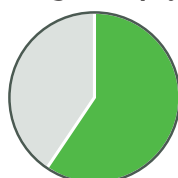
We participate in an industry that has a historical gender imbalance with significant under representation of women in the industry. This is also true for BAM Construct UK within our construction business and to a lesser extent our FM business. This under representation of women in our business, especially in more highly paid and senior roles, is the primary cause of our gender pay gap.

BAM Construct UK mean gender pay gap



46.87%

BAM Construct UK median gender pay gap



59.57%

Analysis by business sector

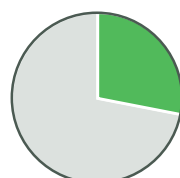
BAM Construct UK is made up of a number of business units, including a facilities management business BAM FM. BAM FM is a service based business and comprises over a third of our total employees. While this part of the business has a better gender balance, the average rate of pay in this business unit is significantly lower than the average rate of pay in our construction business. This has had an impact on BAM Construct UK's overall mean and median pay and bonus gap figures

BAM FM mean gender pay gap



30.53%

BAM FM median gender pay gap



28.17%

The figures below show the profile for BAM Construct UK excluding FM.

Mean gender pay gap



35.11%

Median gender pay gap



40.47%

Bonus payments

The percentages of male and female employees who received a bonus in the 12 month period preceding the snap shot date of 5 April 2017 are as follows:



57.89%



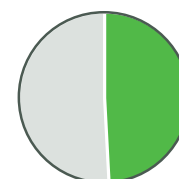
32.55%

Mean gender bonus gap



56%

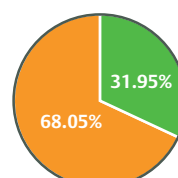
Median gender bonus gap



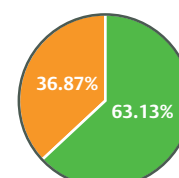
49.17%

Pay quartiles

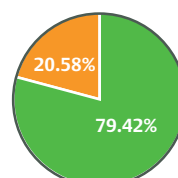
When we divide our employees into four equal sized quartiles from lowest to highest paid, the number of men outnumber the women at every level in our business. The proportion of women and men in each quartile are:



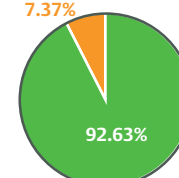
Lower Quartile
443 women to 208 men



Lower Middle Quartile
240 women to 411 men

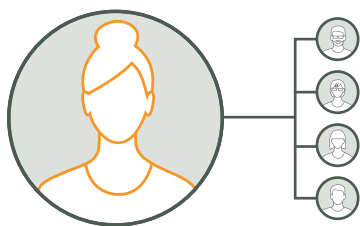


Upper Middle Quartile
134 women to 517 men



Upper Quartile
48 women to 603 men

Male Female



Reducing our gender pay gap

BAM wants to be a more diverse company. We have been taking action to encourage more women into the industry and to work in BAM, and we are taking steps to improve the retention and progression of women who come to work with us.



Our action - Encouraging women into our business and the wider industry

BAM works closely with local communities, including schools, to encourage women to join the industry. For example, BAM participated in the 'Ready Steady, Girls Construct!' programme by providing 12 young women with 10 day-long practical learning and experience sessions in order to stimulate their interest before they made the senior cycle subject choices. We participate in a wide range of careers fairs. We promote the construction industry and specifically BAM as an attractive career choice for women on social media channels such as Instagram and Twitter.



Our action - Supporting a culture of inclusion

BAM set up a Diversity Steering Group in 2015, led by our Chief Executive James Wimpenny, to lead a strategy to make BAM Construct UK a more diverse and inclusive organisation. We have also now established a group of Diversity Champions across our business. In addition, we have been audited against a recognised industry standard and have also surveyed our staff about diversity issues. This has helped us to focus our diversity strategy.



Our action - Ensuring opportunities are accessible

We are committed to ensuring that all our vacancies are advertised and that our recruitment, promotion and talent management processes are objective and transparent. We are committed to removing any barriers (perceived or real) to women progressing within our business. For example, we are currently working on implementing a mentoring scheme which will be accessible to all our employees and are rolling out unconscious bias training across our business.



Our action - Women already in our business

Over the last few years the proportion of women in senior roles in BAM Construct UK has increased. Three of the 19 members (19%) of our senior management team, and one of four of our board members (25%), are women.

In addition, BAM has a strong pipeline of women in the business, highlighted by the figures above in quartile two, where women make up 36.87% of our staff in this quartile. We will continue to shape our culture and our policies such as flexible working and maternity/parental leave, to support the retention and progression of women at all levels of our business.

Life at BAM Construct UK



“In my view the biggest challenge of the ‘modernise or die’ agenda for the construction industry is with respect to our diversity profile. Academic research shows that balanced, diverse workplaces are more productive, so logically the industry needs to attract more women into construction as a potential solution to one of our age old

problems. We also face a looming skills crisis across all professions and trades in our industry and this is merely going to be compounded if we are still only tapping into 50% of our potential new entrant workforce. This isn’t about being politically correct, the business case is indisputable.

I genuinely believe that the ‘women can’t do’ attitudes that pervaded the industry have gone and the penny is dropping that gender is irrelevant and only talent should count. One of our recent intakes of young managers in Scotland was almost entirely made up of women, not because we were intentionally fostering diversity, but because they were the best candidates.”

Bruce Dickson, Regional Director Scotland, BAM Construction



“I work as a Senior Site Manager for BAM Construction based in the Midlands. I joined BAM in 2016 having previously worked as a Site Engineer and Manager for other main and subcontractors in the industry.

I applied to work for BAM to further my management career on some larger and more varied projects. BAM offered a position that allowed me to be involved at a senior level on some prestigious schemes giving me the opportunity to develop both my management and technical skills and experience. Since joining BAM I have been given the opportunity to attend a leadership and development programme which was invaluable training and also provided me with the chance to liaise with board members and colleagues from across the UK.

I hope to continue to work within the BAM team to deliver schemes for our clients to the high standards they have come to expect from BAM and I have no doubt BAM will continue to support my career development.”

Charlotte Owen, Senior Site Manager, BAM Construction



“I’ve always been passionate about branding and design, and seeing how a great brand can build and influence a business.

I started my graphic design career straight out of college, but soon found my way to BAM 13 years ago as a Graphic Designer.

I was fortunate to be promoted as Senior

Graphic Designer four years later. Now as Creative Graphics Manager, I manage and mentor the graphics team in BAM Construct UK, and I love the fact that my role allows me to get involved in all parts of the business and at all stages of our projects. From tenders and bids, to posters advertising fundraising days and employee opportunities, there is never a dull day. It can take some long days (and nights!) to get tenders out by their deadline, but I get a real sense of achievement when I get to see photos of the completed building, and know I have helped contribute to the success of the project.

Even though construction is often seen as a male dominated industry I do not feel that this has disadvantaged me. BAM has supported my career development over the years and has encouraged me to learn and excel every day in what I do.”

Usha Amba, Creative Graphics Manager, BAM Construct UK



“I am delighted to be playing a part in helping the business develop and implement an effective diversity and inclusion strategy in BAM. For me, diversity and inclusion simply represents equality of opportunity. A work environment (site or office) where everyone is treated with respect, and talent is nurtured, regardless of gender or any other criteria - nothing more or less.

This is about creating a workplace where we can adapt to an individual’s needs. That might be flexible working hours so that mum and dad can share the school run or simply making somebody feel welcome and valued. It’s about making sure everyone feels appreciated, whatever our backgrounds. The construction industry is changing – and changing for the better, but there is still work to do and we all have our part to play.

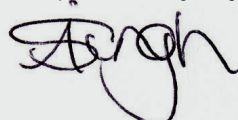
Creating a workplace where individuality is respected and appreciated in terms of how this strengthens the business, is absolutely the right direction for BAM and the industry.”

Matt Crookes, Project Manager and Diversity Champion, BAM Construction



BAM is committed to reducing our gender pay gap and is wholly committed 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 2017 and has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Andrea Singh, HR Director, BAM Construct UK Ltd