

2024 gender and ethnicity pay gap summary for **BAM UK & Ireland**

BAM UK & Ireland is fully committed to creating diverse teams that better reflect society and the communities in which we operate

At BAM, we're on a mission to make possible.

We're dedicated to creating sustainable environments where people can live, work and thrive. This positive impact comes from our people. People who bring a diverse set of skills, experiences and perspectives to the table, solve complex issues and deliver lasting value.

By continually focusing on diversity and inclusion, we ensure that all voices feel welcomed, valued and heard – enabling us to succeed both as individuals and as a team.

This report, that looks at both our gender and ethnicity pay gap, is just one of the measures that helps track our progress with diversity and inclusion at BAM. The data represents findings from our employing entities: BAM Nuttall Ltd, BAM Construct & Ventures Ltd and BAM Ireland, and shows that our median gender pay gap is currently sitting at 32.6, a slight improvement from our 2023 report. Our ethnicity pay gap also presents a median improvement, moving from 16.5 in 2023 to 15.8 this year.

We choose to present our findings in this summary through the segments in which our business operates; Civils, Construction, Ventures and Ireland. This provides better transparency of individual segment performance and an insight as to what influences our pay gap; perhaps through the types of roles they attract, leadership and cultural practices.

Although there is still a lot of work to do both as a business and as an industry as a whole, it's important to recognise that we are moving in the right direction and with continued effort and commitment, we will reach gender and ethnicity pay parity.

A truly inclusive culture means that diverse talent is attracted, retained, engaged, developed and progressed through our organisation without any barriers. This is a team effort across all areas of our business.

From investing in our managers to ensure that they can be confident their recruitment practices are inclusive, to achieving 25% female representation across our early careers programmes, to developing our female talent through our cutting-edge leadership programmes. It's important that our actions span all of these areas for maximum impact.

One area we're particularly proud of in 2024 is the implementation of our family-friendly benefits package which delivers industry leading support for our employees and helps ensure that BAM is inclusive to everyone.

We believe that committing to your career shouldn't mean losing out on important life moments. Our family-friendly benefits offer paid time off for your child's first day at primary school, support for those looking to start a family, and flexible arrangements to aid those with caring responsibilities. We hope to see positive results of these changes in future gender pay gap reports.

We ensure that diversity and inclusion is part of everyday life at BAM with the support of a Diversity & Inclusion Centre of Expertise. This helps us to keep our approach fresh for maximum engagement and impact.

Our holistic view of inclusion and diversity will keep driving progress year on year and help us reach a gender balance that better reflects society and the communities in which we operate.



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 2024

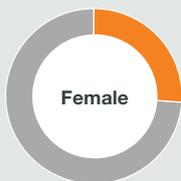
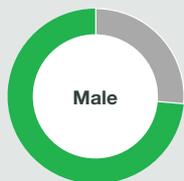


Data collected
UK: 5 April 2024
Ireland: 30 June 2024

% of total employees

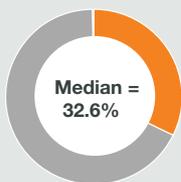
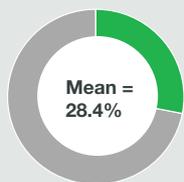
Male 4,596 (73.7%)

Female 1,637 (26.3%)



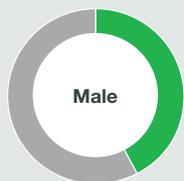
Gender Pay Gap

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.



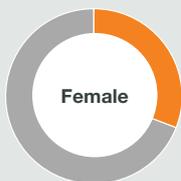
Bonus Pay Gap

42.8%

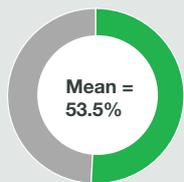


of males
receiving bonus

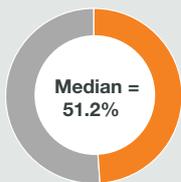
31.1%



of females
receiving bonus



Mean Gender
bonus gap



Median Gender
bonus gap

Whilst we are only required to report on our employing entities (BAM Nuttall, BAM Construction & Ventures and BAM Ireland), we feel the more transparent picture is in how our employees and customers experience our business – through our segments and our overall UK and Ireland presence.

The results of our pay gap analysis this year are similar to those we shared in 2023, but we are anticipating a positive shift as we prepare to share our 2025 results, due to a range of measures we introduced in 2024, such as our family friendly policy. We are seeing a small reduction in our median gap of 0.8% and an increase of 0.9% in our mean gap.

Despite a reduction in our workforce over the last reporting period, we have maintained a 26% representation of women across the UK and Ireland collectively, and are proud to report that this is nearing parity in our Enabling Services functions, recognising that the closer we get to parity the greater reduction in pay gaps we see.

We have had an overall reduction of people receiving bonuses in 2024, and this is an area in which we appreciate categorisation of payments requires standardising to prevent year on year fluctuations. We expect to see more consistency here in 2025 as the impact of our harmonisation of terms will be visible. However, the reduction is consistent across both of the genders at 4%.

The bonus gap itself is still disappointing, at over 50%, and again we believe the categorisation of bonus types (e.g how additional payments are coded in payroll) may be creating an unrealistic picture for our business and we will endeavour to address this for our next report.

We recognise that an improved representation of women in the upper pay quartiles supports a reduced pay gap and we can demonstrate a positive shift of 4% of women here, whilst our lower quartiles remain unaffected.

The benefit of summarising our results through our segments allows us a clearer image of which areas are having the biggest impact on our overall gap as a business.

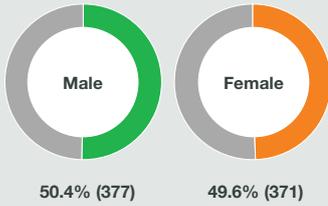
In the analysis of our median gaps, we are seeing an increase across our four operational segments (Civils, Construction, Ireland and Ventures). These range from a nominal 0.3% in Construction to a 3.6% increase in our Ventures segment, but we see a significant shift of a 9% reduction across our enabling services teams, reflecting the increased representation of women.

This positive trend continues for our mean pay gap in enabling services, with a reduction of 8.3%.

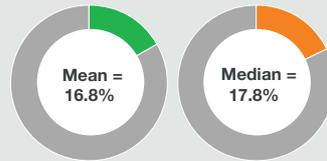
Analysis by Segment

Enabling Services

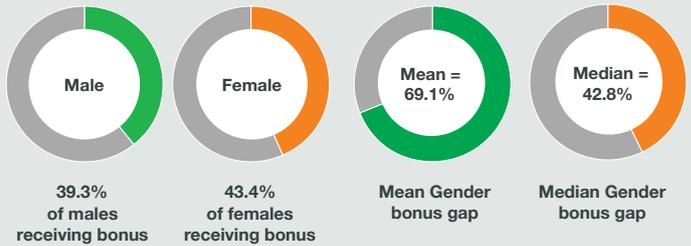
Make up of workforce



Gender Pay Gap

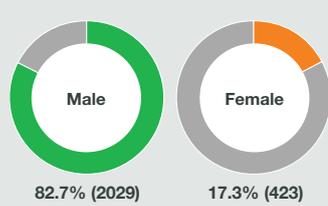


Bonus Pay Gap

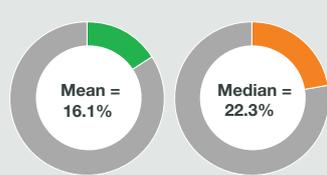


Civils

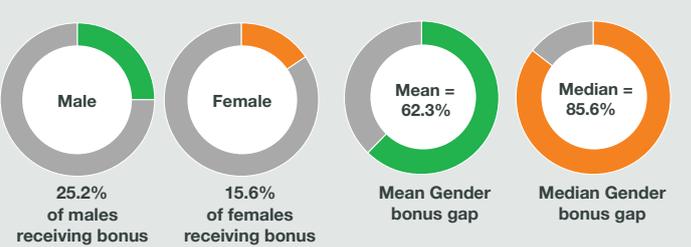
Make up of workforce



Gender Pay Gap

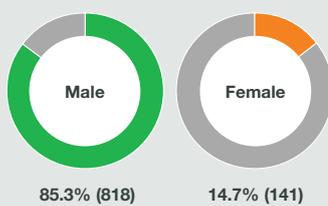


Bonus Pay Gap

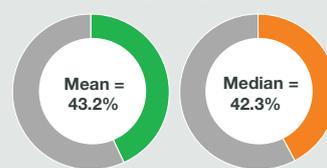


Construction

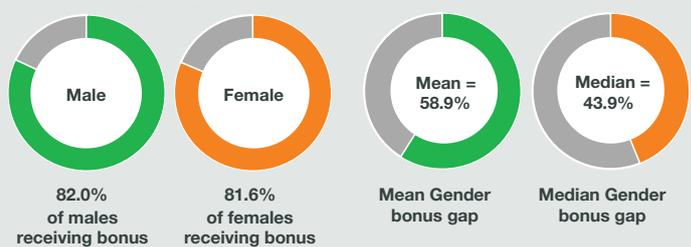
Make up of workforce



Gender Pay Gap

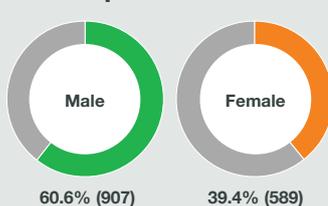


Bonus Pay Gap

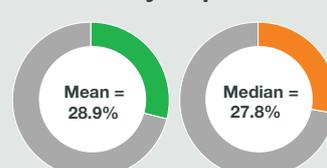


Ventures

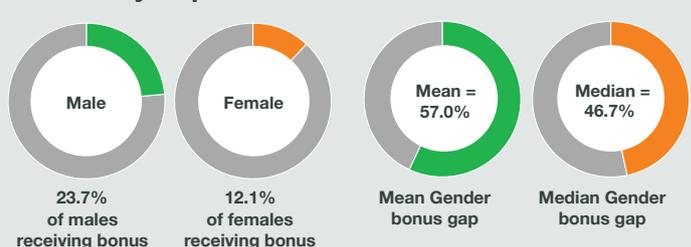
Make up of workforce



Gender Pay Gap

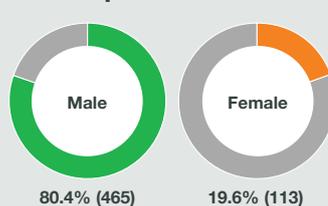


Bonus Pay Gap

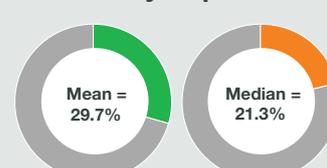


Ireland Includes all employing entities, not only those under Ireland legislative reporting (snapshot date: 30 June 2024)

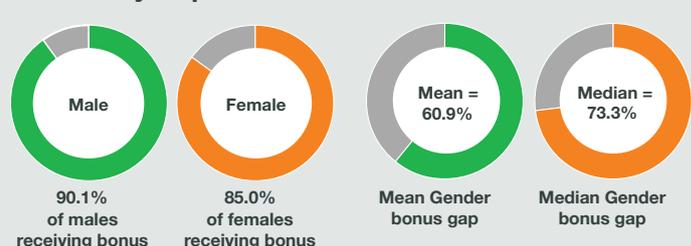
Make up of workforce



Gender Pay Gap



Bonus Pay Gap



Closing the gap

A spotlight on 5 things we are addressing to reduce Pay Gaps at BAM

1. We recognise that our journey to reducing our pay gap isn't a straightforward one. We fundamentally believe an organisational culture which prioritises a positive employee lifecycle ensures that we attract, retain, and progress our female talent. This will ultimately lead to a reduction in our gender pay gap as we address the barriers and behaviours which could have contributed to women not having had the opportunities to be rewarded as favourably compared to men. The culture which we need to achieve this is one we are working towards via our diversity and inclusion strategy.
2. We have introduced our new family friendly policy which includes enhanced leave and pay for however you choose to build a family and helps all employees return to their careers without sacrifice, this incorporates paid fertility leave. Working carers now also benefit from paid leave and a career advice service.
3. We strive for continuous improvement, and through our inclusion partner, Equal Approach, we have embarked on their Return on Inclusion Audit over the last 3 years. This process interrogates the output of our inclusion initiatives, reviewing over 100 data points, and helps us to identify what is bringing us the best return in terms of generating an inclusive organisation. We ensure that everyone recognises their role to play in this, and every employee has an inclusion performance goal in their objectives.
4. Looking at our talent processes, our last Return on Inclusion audit recommended we take a self-nomination approach to how we identify leadership development nominees, to create a more inclusive and accessible approach. Self-nomination helps to remove the bias that could prevent some from accessing development. We recognise that it's not only personal bias, but also the systems in our business that can create barriers to growth and opportunity and this new process helps us to identify and nominate more of our diverse talent.
5. We recognise the benefits of growing our own talent, and our Early Careers Team are focusing on how they attract and select diverse applicants to ensure equity of opportunity to enter construction engineers. Focus has been placed on inspiring communications campaigns like our new 'What if ...?' and LinkedIn Life campaigns, all which allow us to showcase our early careers talents and their achievements and successes. We were the proud winners of the Multicultural Apprenticeship Award and have since signed to be patrons of this alliance, which demonstrates our commitment to supporting equity in the development on early talent.

Let's take a look at some of our employees who are making inclusion possible for BAM



When I found out about BAM's involvement in the British Antarctic Survey project, I thought that there's no way I'm giving up this opportunity. I spoke to my manager and said I'd love to be considered as it would

be fantastic for my career development and he was really supportive.

Lara Lightfoot
Sub Agent - British Antarctic Survey



I started at BAM as an engineer and wanted to move over to safety, so BAM has supported me as I complete my college course and work in this area as I study. I have been working on the New Children's Hospital in Dublin and

to work on this project and feel that I have contributed to it, it's a feeling you can't describe.

Kelly Gleeson
HSE Advisor - New Children's Hospital



Each year I interview for our apprentice and graduate programmes I see BAM attracting a more diverse range of talented applicants, which is essential for the future of our business

Steve Gray
Head of Engineering Development



Chairing the Future BAM Network and being elected as Graduate Member of the ICE Council, to me is about more than personal growth - it's part of a bigger commitment to growth and representation.

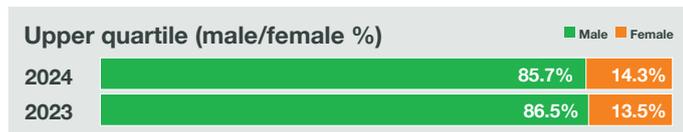
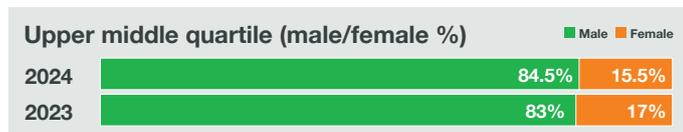
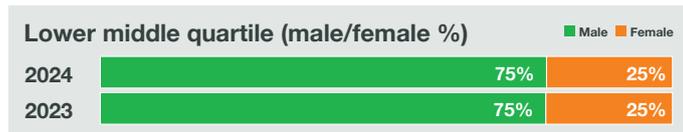
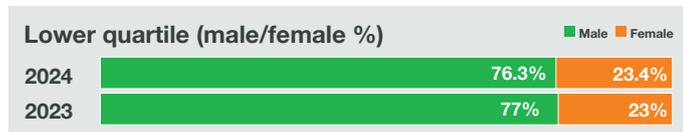
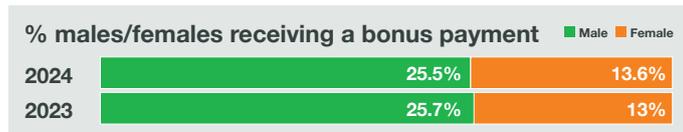
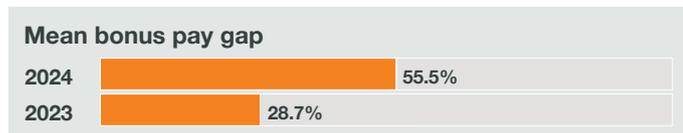
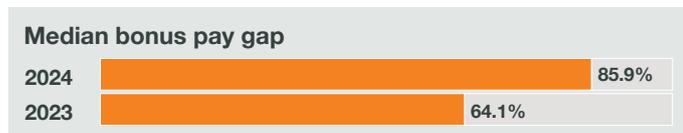
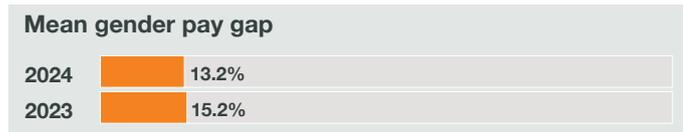
BAM's support allows me to take on these challenges: they're opportunities to shape the future and show others, particularly other women in engineering, that leadership is accessible and achievable to all.

Ruth Marsden
Assistant Design Manager

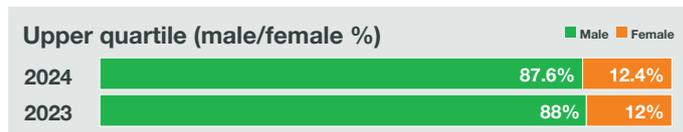
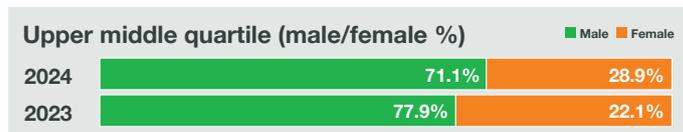
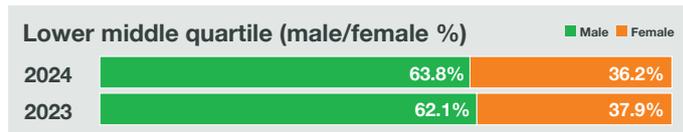
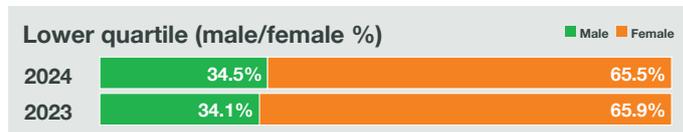
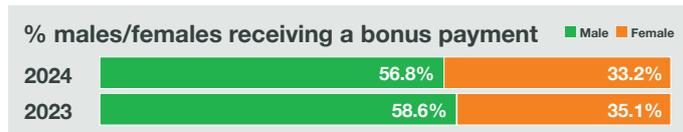
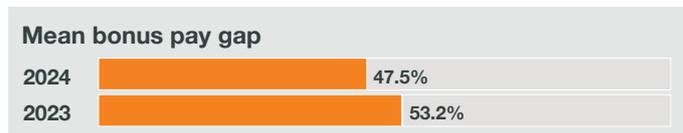
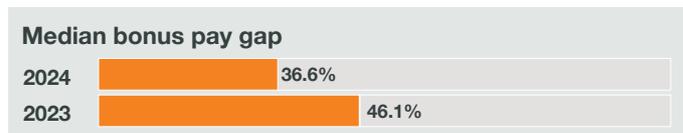
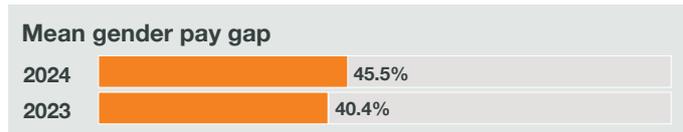
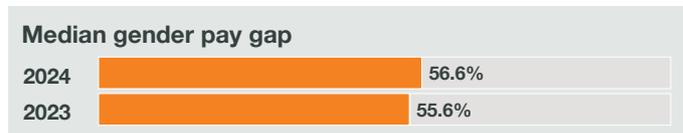
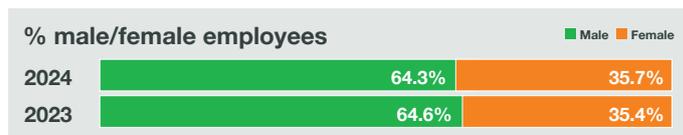
Statutory Disclosures – Gender Pay Gap

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

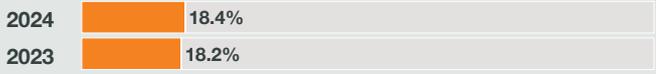


BAM Ireland

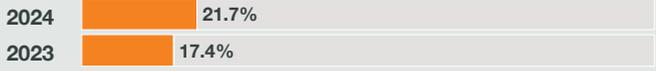
% male/female employees



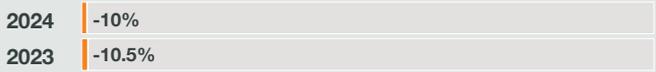
Median gender pay gap



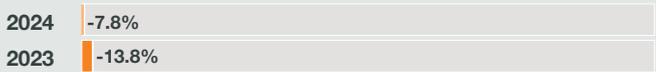
Mean gender pay gap



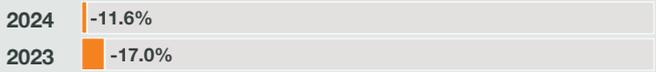
Part Time Median gender pay gap



Part Time Mean gender pay gap



Temporary Contracts Median gender pay gap



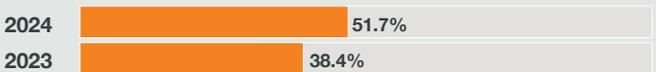
Temporary Contracts Mean gender pay gap



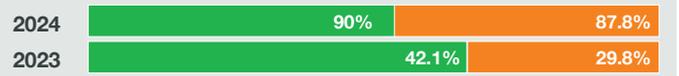
Median bonus pay gap



Mean bonus pay gap



% males/females receiving a bonus payment



Lower quartile (male/female %)



Lower middle quartile (male/female %)



Upper middle quartile (male/female %)



Upper quartile (male/female %)



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

senior management team are committed to this and to achieving a reduction in our pay gaps. We acknowledge that this is something that will take combined and concerted effort over a sustained period of time. I confirm that data and information contained in this report is accurate as at the snapshot dates of 5 April 2024 and 30 June 2024 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.

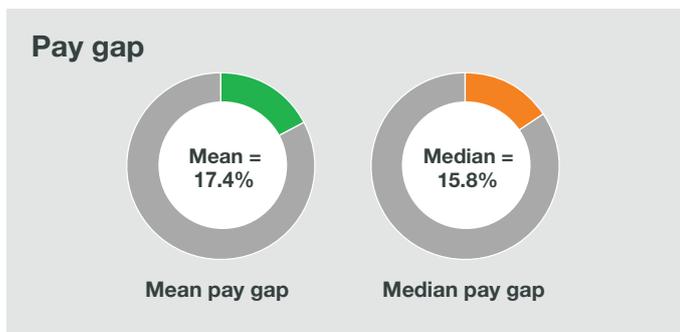
**Andrea Singh, Executive Director People,
BAM UK & Ireland**

Ethnicity Pay Gap – UK Only

In our second year of reporting ethnicity pay gap for our UK businesses, we report a small increase in our gap between ethnic minorities and white employees. This increased from 17.06% to 17.38%. This continues to be driven by the larger mean pay gap in the upper quartile. We have seen significant reductions in the mean for our Civils and Enabling Services segments.

Our median pay gap shows a slight decrease from of 0.7%, with reductions experienced across our UK business segments. We are pleased to see the gap in both of the upper pay quartiles being less than 0.75% and an increase of ethnic representation in these also. There has been a decrease in employees declaring their ethnicity, from 85.22% last year to 80.84% this year, and this has been most noticeable in our Civils segment, but provides a clear focus for implementing improvements for our workforce data collection.

Although numbers of employees receiving bonuses remained very similar to last year, there was an increase in the percentage of ethnic minorities receiving a bonus from 27.1% to 28.45%.



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. As a business we continue our inclusion first approach to deliver impactful training through our extensive education program, with some modules supported by our diverse team of volunteer trainers. We aspire to show ethnicity through an intersectional lens, ensuring initiatives demonstrate the complexity of these intersections in our commitment to fostering a diverse and inclusive workplace. All of our courses 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.

RAE Graduate Engineering Engagement Programme

We have recently signed up to the Royal Academy of Engineering Graduate Engineering Engagement Programme (GEEP). An award-winning programme run in partnership with engineering employers, which aims to increase the transition of engineering graduates from diverse background into engineering employment. BAM's own talent is working to mentor and support these graduates to give them the best steps into the industry.

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.

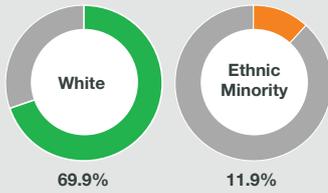


BAM's strategy for the years ahead is founded on a commitment to change, more proactively, some of the systemic issues that hinder diversity and inclusion in construction, and in our own organisation. Driving change in culture and behaviour takes time and requires a long-term commitment to a programme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

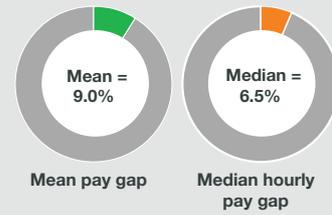
Ethnicity pay pap – by segment

Enabling Services

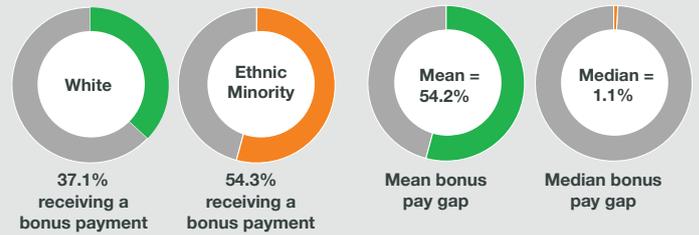
% of total employees



Pay Gap

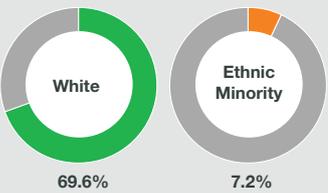


Bonus Pay Gap

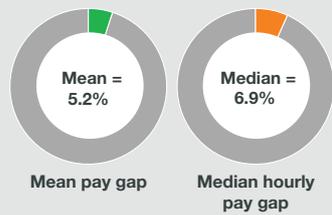


Civils

% of total employees



Pay Gap

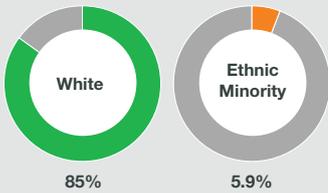


Bonus Pay Gap

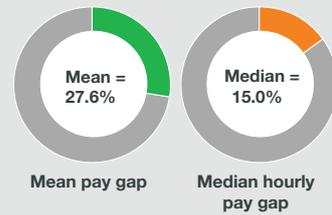


Construction

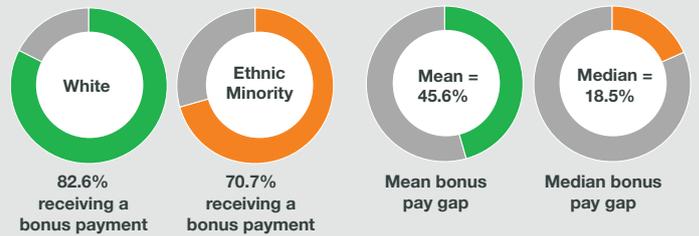
% of total employees



Pay Gap

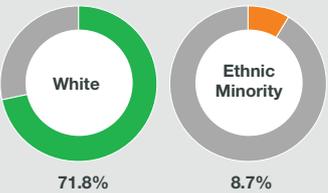


Bonus Pay Gap

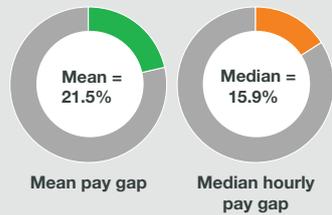


Ventures

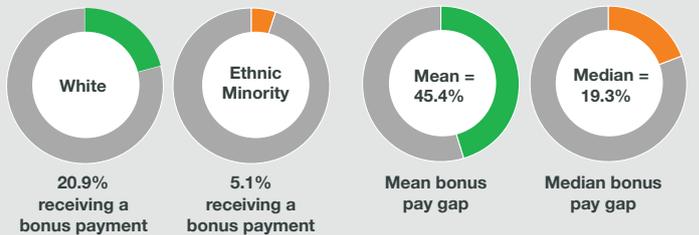
% of total employees



Pay Gap

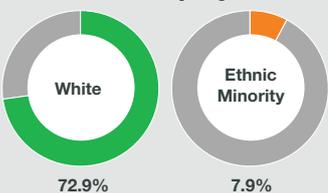


Bonus Pay Gap

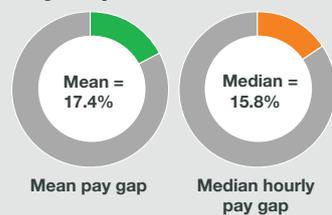


UK

% of total employees



Pay Gap



Bonus Pay Gap

