

2025 Gender and Ethnicity Pay Gap summary for BAM UK & Ireland

Acknowledging the people behind the numbers.

A message from our Executive Director of People

Our pay gap findings each year are one of several indicators that help us understand where we're making progress, as well as the opportunities we have to strengthen how we attract, develop, and retain diverse talent. Our pay gap findings continue to highlight the ongoing responsibility to ensure that everyone, particularly women and ethnic minority colleagues, have the conditions and to support to thrive.

I am pleased to see progress in reducing the gender mean pay gap from 28.4 (2024) to 25.9 (2025), improving the pay gap on average across the organisation. However, the increase in our median pay gap from 32.6 (2024) to 34.5 (2025) tells a more complex story, shaped by representation in upper middle quartile, which are often stepping stones into senior leadership.

Our ethnicity results show that while our mean pay gap has remained on a steady trajectory, our median gap has increased this year. Given the current low representation of ethnic minority colleagues, we recognise that even small changes in workforce composition can create noticeable fluctuations in the median. Although the result doesn't meet our ambition, it highlights critical areas for improvement and reinforces our commitment to act with purpose and urgency.

Encouragingly, we are seeing positive movement in the distribution across our pay quartiles, with increased representation in the upper levels and reduction in the lower, signaling early progress towards a more balanced and inclusive workforce culture.



This challenge aligns with conversations I've had with colleagues at different career stages. Many say they feel supported in their development day-to-day, yet they also reflect that it is sometimes difficult to see clear pathways for progression, especially if this development is not hierarchical development. Others describe moments where confidence, sponsorship, or access to opportunities have made all the difference, reflecting on the positive experience this has brought to their growth and progression.

While this year's figures reflect retrospective data, BAM is already acting to remove any barriers and to ensure we are truly inclusive, through initiatives such as self-nomination for development programmes, reducing bias in our people processes, educating colleagues, strengthening collective ownership of career development, and increasing our corporate KPI for women in senior leadership roles.

*During 2025 a new operating model came into effect across the UK & Ireland division which saw the move from four to three segments. The segment formerly known as Civils became known as Infrastructure in March 2025 and was formerly stood up on 1 July 2025.

**During 2025 a new operating model came into effect across the UK & Ireland division which saw the move from four to three segments. This included the Ventures segment being reorganised with its functions distributed across the wider UK & Ireland division in April 2025.

In 2024, we began a culture discovery program to look below the surface for an authentic reflection of life at BAM. Built on the findings of the culture discovery, in 2025 we launched a high-profile culture programme that will further embed the BAM values through targeted interventions and built on our commitments to our employees following the discovery including the introduction of a new behaviour code designed to reset clear expectations and to support a more consistent, inclusive culture.

We're encouraged by the progress made in areas such as achieving near gender parity (49.8%) and increasing ethnic minority representation (11.8%) within Enabling Services. Careers in these functions tend to be more achievable compared to our traditional construction and engineering roles. This reinforces our belief that the wider industry as a whole still faces significant challenges in attracting and retaining diverse talent, which is why we continue to collaborate with our industry peers and policy makers to drive the change.

Our focus for the year ahead is on removing the subtle but persistent barriers that prevent colleagues, particularly those from underrepresented groups from progressing at the pace and scale we need. We will continue investing in scalable development, improving career pathways through our competency framework, and equipping managers to have meaningful conversations about growth and potential. We will continue our inclusive recruitment journey, establishing a high quality standard of experience and ensuring our promotion processes are equitable, transparent, and based on potential as much as experience.

Key to the success of these processes is our ongoing job grading project which is working to ensure a structural approach to support parity and comparability of roles.

The steady progress we're making shows that change is absolutely possible - but it demands persistent, focused and determined effort. Achieving long term, sustainable progress in this space means examining every foundation of our organisation through an inclusion lens, identifying and removing the risk of bias, barriers and systemic inequities. With these stronger, more inclusive foundations in place, we can be even more deliberate in our direction.



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:



Salary



Allowances



Full maternity and paternity pay



Pay for sick leave



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:



Basic salary



Allowances



Shift premiums



Overtime



Pay for sick leave



Salary top-ups for statutory leave



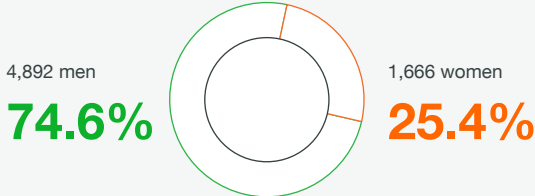
Garden leave pay



Bonus pay

Understanding the gap - UK & Ireland combined 2025

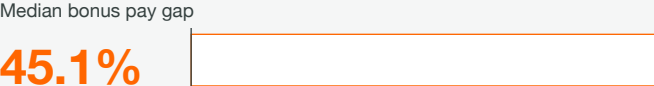
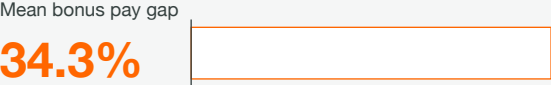
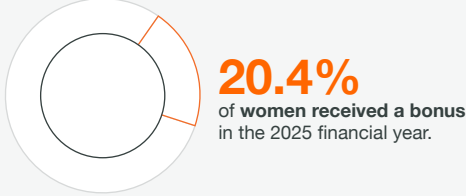
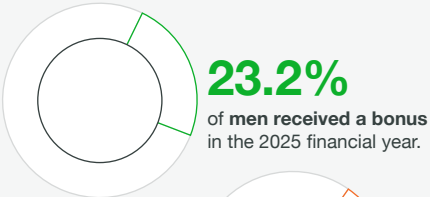
Make up of workforce



Gender pay gap



Bonus pay gap



Data collected
UK: 5 April 2025
Ireland: 30 June 2025

Year-on-Year Gender Pay Gap Movement

The gender pay gap picture for 2025 across the UK & Division shows both meaningful progress yet still ongoing challenges. Representation of women fell slightly overall, down 0.9 percentage points compared to 2024. This decline was driven primarily by Ventures** (-3.4pp) and Ireland (-5.2pp), while Infrastructure* saw a modest increase (+0.6pp), Construction remained flat, and Enabling Services edged up (+0.2pp).

When examining bonus outcomes, the story is mixed. Bonus gaps improved in most Segments, with significant reductions in Infrastructure* (mean gap down by 25pp, median down by 41pp) and Ireland (mean down by 13pp, median down by 21pp). Ventures** also saw improvement, though gaps remain high. The numbers receiving bonus have fluctuated due to an impact review of bonus eligibility to ensure fairness of distribution and process.

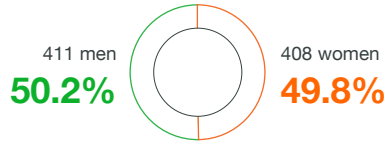
Representation within pay quartiles continues to show the concentration of women in lower bands. In 2025, the upper quartile share of women declined in Infrastructure* and Ventures**, remained flat in Construction, and improved in Ireland. However, Ireland also saw a sharp fall in the lower quartile female share, suggesting structural shifts that warrant closer review. These patterns reinforce the link between progression and pay gaps: Segments with the largest - Construction and Ventures** - also have the lowest female representation in senior roles.



Analysis by Segment

Enabling Services

Make up of workforce



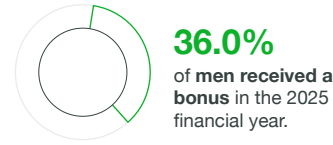
Mean gender pay gap



Median gender pay gap



Bonus pay gap



Mean bonus pay gap

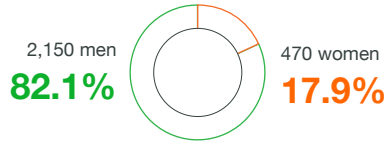


Median bonus pay gap



Infrastructure*

Make up of workforce



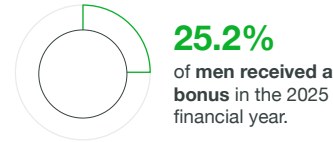
Mean gender pay gap



Median gender pay gap



Bonus pay gap



Mean bonus pay gap

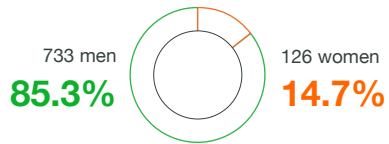


Median bonus pay gap



Construction

Make up of workforce



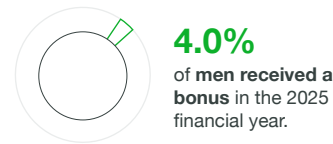
Mean gender pay gap



Median gender pay gap



Bonus pay gap



Mean bonus pay gap

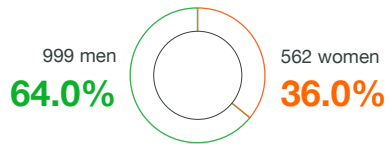


Median bonus pay gap



Ventures**

Make up of workforce



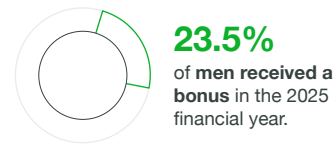
Mean gender pay gap



Median gender pay gap



Bonus pay gap



Mean bonus pay gap

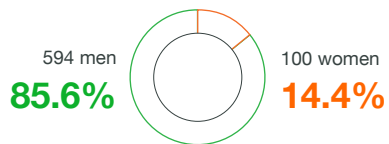


Median bonus pay gap



Ireland

Make up of workforce



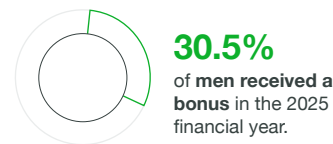
Mean gender pay gap



Median gender pay gap



Bonus pay gap



Mean bonus pay gap



Median bonus pay gap



Understanding the Ethnicity Pay Gap – UK only

Across the UK division, the mean gap remained broadly flat at 17.6% (17.4% in 2024; 17.0% in 2023) while the median pay gap widened in 2025 to 22.8% (from 15.8% in 2024 and 16.5% in 2023).

Overall ethnic minority representation reduced slightly to 7.8% (from 8.0% in 2024 and 8.2% in 2023), and ethnicity declaration rates are lower at 77%, which limits the precision of year-on-year comparisons. It is the reduced level of representation that drives our gap rather than pay differences, as we continue to see that this remains skewed towards the lower pay bands with only 6% ethnic minorities in the top pay quartile vs. 15.5% in the lowest quartile.

Because of this distribution, our median gap appears larger. The mean has remained fairly stable, but lower representation in certain groups creates greater differentiation in hourly pay gaps. Whilst these findings appear to show a backward step, and remind us of the need for continued focus and action, our colleague feedback reminds us this is not necessarily reflective of the experiences and opportunities experienced by our ethnic minority colleagues.

BAM is unwavering in its commitment to creating an inclusive, fair and equitable workplace where every colleague feels valued, supported and empowered to thrive. We are dedicated to ensuring all our people have meaningful access to opportunities and sustainable careers, and we continuously challenge ourselves to remove barriers and foster a culture where everyone can succeed.

Chair's comment – ME@BAM UK & Ireland (Minority Ethnicity)

BAM should be recognised for its continued commitment to publishing ethnicity pay gap data - a voluntary disclosure that remains rare across the UK construction industry. This transparency demonstrates a genuine willingness to be accountable and to confront the structural barriers that affect ethnic minority colleagues.

The 2025 findings present a varied picture. While median pay gaps have stabilised or improved in several areas, suggesting progress in the typical employee experience, mean pay gaps remain comparatively high - and in some cases have widened. This pattern reinforces that the primary drivers of BAM's ethnicity pay gaps relate to representation and progression at senior levels, rather than unequal pay for equivalent work.

This is further evidenced by the pay-quartile distribution. Ethnic minority colleagues continue to be over-represented in the lower and lower-middle pay quartiles, and remain under-represented in senior, higher-paid roles. Without addressing this imbalance, sustained reductions in the overall ethnicity pay gap will remain challenging.

The data underscores the importance of maintaining focus on representation, progression pathways, and leadership diversity. The ME@BAM network welcomes BAM's openness in reporting this information and remains committed to supporting meaningful, measurable progress.

To help drive change, ME@BAM has introduced and supported a range of targeted interventions, including:

- Annual safe-space sessions for ethnic minority colleagues, delivered consistently for six years
- Black History Month and Islamic World awareness events
- Recommendations to strengthen Early Careers programmes
- Input into the new Performance Development Review system to promote fairness and consistency in career progression
- Advocating for and helping implement BAM's Ethnicity Pay Gap reporting

The network will continue to work collaboratively with the organisation to advance equity.

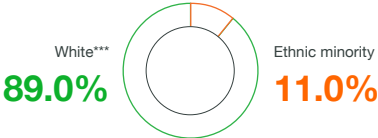


Tarek Rahman, Finance Manager and Minority Ethnics @ BAM Chair

Ethnicity Pay Gap – by Segment (UK only)

Enabling Services

Make up of workforce



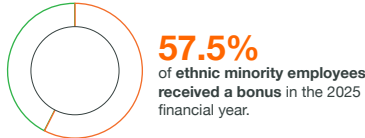
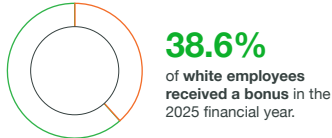
Mean gender pay gap



Median gender pay gap



Bonus pay gap



Mean bonus pay gap

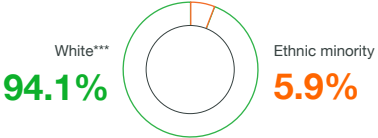


Median bonus pay gap



Infrastructure*

Make up of workforce



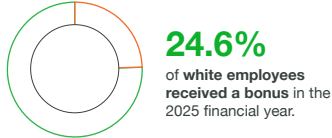
Mean gender pay gap



Median gender pay gap



Bonus pay gap



Mean bonus pay gap

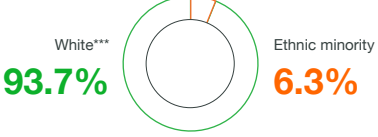


Median bonus pay gap



Construction

Make up of workforce



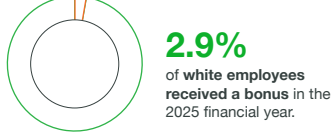
Mean gender pay gap



Median gender pay gap



Bonus pay gap



Mean bonus pay gap

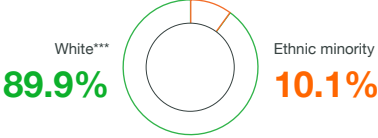


Median bonus pay gap



Ventures**

Make up of workforce



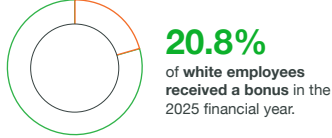
Mean gender pay gap



Median gender pay gap



Bonus pay gap



Mean bonus pay gap



Median bonus pay gap



*** White workforce includes all unknown ethnicity declarations

What our people say: Stories behind the numbers.

Colleagues share their experiences and perspectives on the actions we've taken to close the pay gap and create a more inclusive workplace.



Progression and inclusion for women in construction

As a senior woman in construction, my progression at BAM has been shaped by stepping forward when opportunities arose and by sponsorship from regional leaders. Earlier in my career, I often had to work hard to ensure my voice was heard, but inclusion across BAM is improving, and colleagues are increasingly able to listen to and learn from one another. BAM's family friendly policies were vital when my children were younger, enabling me to continue developing professionally. By improving retention and progression for midcareer women - an industrywide challenge - these actions will help address key drivers of gender and ethnicity pay gaps and support long-term equality.

Lisa Abbott, Pre-Construction Director



Using ROI insights to drive fairness in infrastructure

The Infrastructure* team has developed a focused Action Plan shaped directly by insights from the Return on Inclusion audit. The audit highlighted priorities such as leadership capability, consistent decision-making, and equitable access to development. In response, we are strengthening Inclusive Leadership training and improving representation within BAM's Inclusion Networks. Having recently joined the Divisional Inclusion Steering Group, I look forward to using my experience to help translate these priorities into meaningful action.

Doug Mills, Director - Nuclear & Defence, and Infrastructure Inclusion Segment Lead



Career growth through inclusive development

Over the past four years at BAM, I've been supported to grow professionally and personally in ways that shaped my career. BAM invested early in my development, funding my health and safety qualification and enabling me to complete the Advanced Leadership Programme. This consistent support and trust gave me confidence to step forward, leading to my promotion from Facilities Manager to Operations Manager for the South region. By removing barriers to progression and providing equal access to development opportunities, BAM helps ensure career advancement is based on ability, not background.

Emma Butler, Operations Manager (PFI)



Building careers through apprenticeships

Being an apprentice at BAM has been an incredible experience. From day one, I've felt supported and encouraged to learn and grow. Winning the Making Possible Rising Star Award was a proud moment, showing that hard work and teamwork are valued. Even small actions - like sharing knowledge - make a big difference in creating an inclusive workplace. By investing in apprenticeships like mine, BAM helps remove barriers to entry and progression, supporting equality and contributing to closing gender and ethnicity pay gaps.

Thifani Paiva, DPS Apprentice



Strengthening inclusion through leadership and allyship

As Chair of BAM's Gender Action Network, I've focused on strengthening allyship, creating

open and honest spaces for colleagues to share their experiences, and improving how we engage with students in schools and colleges to showcase the diverse career paths available through BAM. Our safe space sessions and International Women's Day activities have helped colleagues feel heard, while Inclusive Leadership training has equipped managers to recognise and challenge bias. Completing BAM's Advanced Leadership Programme has further reinforced the organisation's commitment to meaningful development.

We are also working collaboratively across networks, including ME@BAM, to amplify diverse voices. The strengthened, more transparent self nomination process for leadership programmes is a positive step toward fairer and more trusted development pathways.

By improving access to development, raising awareness of bias, and widening representation in leadership pipelines, these actions help address structural barriers that contribute to gender and ethnicity pay gaps. Enabling equal opportunity, supports long term progress toward a more balanced and equitable workforce.

Bethany Deeley, Head of Project Delivery & Digital Engineer, and Gender Action Network Chair



Strengthening safety through inclusive PPE

At BAM, I believe safety and inclusivity go hand in hand. Working closely with Site Direct and our Inclusion Networks, I make it my

priority to ensure that Personal Protective Equipment (PPE) meets the diverse needs of our workforce. Ill-fitting PPE isn't just uncomfortable - it's a safety risk. Research shows that one in five women have been injured because of poor fit, and that's something I'm determined to change.

Inclusive PPE improves protection, comfort, and confidence, which in turn supports wellbeing and productivity. This means going beyond size and fit. I make sure our PPE respects cultural requirements, offering options for hijabs, adaptable solutions for different body types and maternity-specific gear.

Through collaboration with manufacturers, I'm proud to be part of BAM's efforts to set new industry benchmarks for equality and safety - because everyone deserves to work in an environment where they feel protected, respected, and included.

Andy Watkinson, Head of Site Direct



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 Ltd

Employees men / women	Overall pay gap	Bonus gap	Bonus pay gap	Salary quartiles
2,732 / 79.5% Men employees	21.7% Median overall pay gap	50.0% Median bonus gap	24.9% of men employees received a bonus in the 2025 financial year	69.8% / 579 Men in quartile 1
704 / 20.5% Women employees	16.6% Mean overall pay gap	27.1% Mean bonus gap	15.8% of women employees received a bonus in the 2025 financial year	75.8% / 630 Men in quartile 2
				84.7% / 704 Men in quartile 3
				87.0% / 723 Men in quartile 4
				30.2% / 251 Women in quartile 1
				24.2% / 201 Women in quartile 2
				15.3% / 127 Women in quartile 3
				13.0% / 108 Women in quartile 4

BAM Construct & Ventures UK Ltd

Employees men / women	Overall pay gap	Bonus gap	Bonus pay gap	Salary quartiles
1,521 / 65.1% Men employees	52.1% Median overall pay gap	29.9% Median bonus gap	16.6% of men employees received a bonus in the 2025 financial year	32.6% / 186 Men in quartile 1
814 / 34.9% Women employees	37.0% Mean overall pay gap	15.3% Mean bonus gap	21.7% of women employees received a bonus in the 2025 financial year	66.1% / 378 Men in quartile 2
				75.8% / 433 Men in quartile 3
				86.2% / 493 Men in quartile 4
				67.4% / 385 Women in quartile 1
				33.9% / 194 Women in quartile 2
				24.2% / 138 Women in quartile 3
				13.8% / 79 Women in quartile 4

BAM Ireland - BAM Building Ltd & BAM Civil Ltd

Employees men / women	Overall pay gap - All employees	Overall pay gap - Part time	Overall pay gap - Temporary contracts	Bonus gap	Bonus pay gap
639 / 81.2% Men employees	3.4% Median overall pay gap	-41.8% Median overall pay gap	-8.5% Median overall pay gap	20.3% Median bonus gap	31.6% of men employees received a bonus in the 2025 financial year
148 / 18.8% Women employees	2.6% Mean overall pay gap	-27.0% Mean overall pay gap	-5.0% Mean overall pay gap	24.9% Mean bonus gap	34.5% of women employees received a bonus in the 2025 financial year

Salary quartiles

82.1% / 161 Men in quartile 1	78.2% / 154 Men in quartile 2	80.2% / 158 Men in quartile 3	84.3% / 166 Men in quartile 4
17.9% / 35 Women in quartile 1	21.8% / 43 Women in quartile 2	19.8% / 39 Women in quartile 3	15.7% / 31 Women in quartile 4

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 2025 and 30 June 2025 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

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