



Gender Pay Gap Report 2018

From 5th April 2017 any UK company employing more than 250 employees were required to publish their Gender Pay Gap data. This is Breyer Group's second report. Gender pay shows the difference in average hourly pay between all men and women in a company.

It has been a year since we released our first gender pay gap report. We recognise that the Construction industry traditionally attracts a higher proportion of males into senior roles, particularly where they are site based. Breyer Group are committed to addressing the challenges of improving gender representation and supporting women in the workplace. We believe in job opportunities for everyone regardless of gender. This is not only part of our culture of diversity it is also part of our strategy in attracting the best available talent from an industry with a well publicised skills-shortage.

We acknowledge and understand there is no quick fix regarding improving gender parity and it is perhaps not surprising that there are no major changes from our report last year. However, we have made progress in some areas as detailed below and we are determined to build upon these. By promoting our culture of transparency and openness and having the right processes, policies and criteria for decision making we believe we have the right tools for ensuring our workforce reflects the diversity of the pool of available talent. We are keen to help to promote the benefits of a career in Construction for women and believe that our gender pay gap will improve as more women become attracted to a career in our industry. As we move to the next stages towards improving our gender pay gap our focus in these areas will be sustained and enhanced as we move forward in our journey and further our commitment to maintaining practices and interventions that will make a difference.

Our Results

At the April snapshot date, we had 296 full-pay employees. Of this total 89 were female (30.07%) and 207 were male (69.93%).

- The mean gender pay gap for Breyer Group is 26.19%
- The median gender pay gap for Breyer Group is 13.33%
- The mean gender bonus pay gap for Breyer Group is 100%
- The median gender bonus pay gap for Breyer Group is 100%
- The proportion of male employees in Breyer Group receiving a bonus is 9.00% and the proportion of female employees receiving a bonus is nil.

We are pleased to see that our median gap has reduced this year to 13.33%, comparative to last year at 16.16%. We will continue to work towards closing the pay gap whilst increasing female representation across the organisation.

PAY - Our employee base split equally between 4 quartiles

Pay Quartiles by Gender - 2018			
Band	Males	Females	Description
A	54.05%	45.95%	Lower Quartile
B	64.86%	35.14%	Lower Middle Quartile
C	72.97%	27.03%	Upper Middle Quartile
D	87.84%	12.16%	Upper Quartile

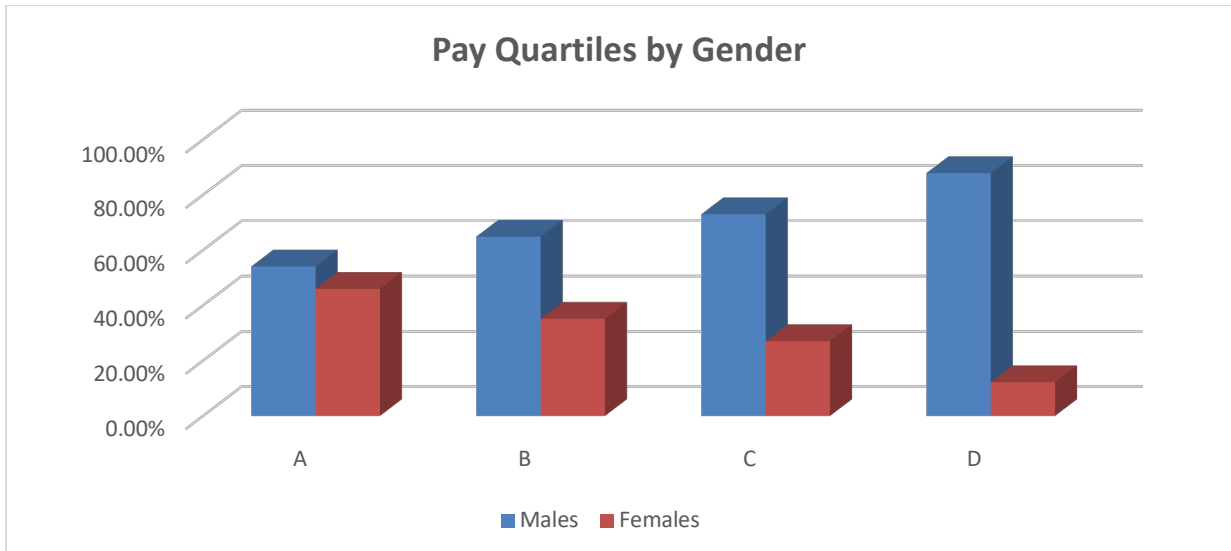
Fig1

Pay Quartiles by Gender -2017			
Band	Males	Females	Description
A	49.37%	50.63%	Lower Quartile
B	68.35%	31.65%	Lower Middle Quartile
C	73.42%	26.58%	Upper Middle Quartile
D	86.25%	13.75%	Upper Quartile

Fig2

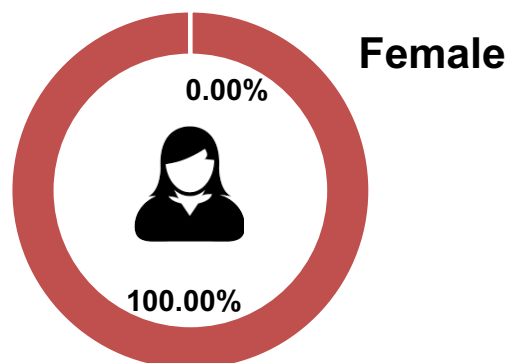
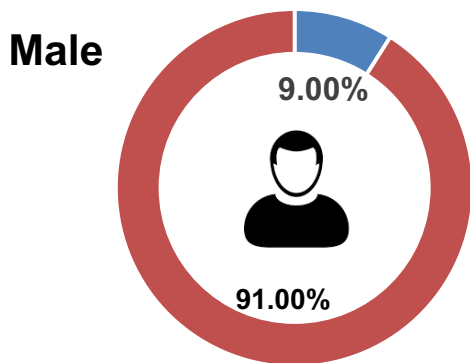
Whilst our results (fig1) are not dramatically different from last year (fig 2), we can see a slight increase in males in Band **A** comparative to females whereas in the previous year there was an even split between males and females with these being front line, administrative assistants, warehouse and reception roles. Band **B** is made up of mainly trade skills staff, administrators and customer facing employees and again we have seen an increase in the number of women in this band as well as an increase in the number of women in Band **C** which is made up of Supervisors, managers and multi trade staff. Whilst the percentage of males in this band has decreased marginally so have, they marginally increased in Band **D** which is made up of Senior Management and Director roles. However, we have not seen an increase in females into Senior management and Director roles. Whilst we can see positive differences in the progression of women through all Bands **A** to **C**, we acknowledge that whilst women progress and develop into Senior Office management roles we still see little movement across Site management and Operational

roles as evidenced by the low female representation in Band **D**. This can be seen clearly in the chart below which represents the 4 pay quartiles by gender. Despite our interventions to encourage more female representation into construction over the past year it is still evident that our Industry sector remains predominantly male dominated.



BONUS GAP

As in our previous report our bonus gap relates entirely to an SOR based productivity incentive scheme arising within our Responsive Maintenance Division. The majority of the male employees within this scheme derive their entitlement from the TUPE transfers from their previous employment. Notwithstanding our strong equal opportunities message and our desire to encourage applications from females into Trade Operative roles, in practice and despite our interventions over this past year such roles have attracted very few female applicants both in Breyer and the industry as a whole.



The proportion of male employees receiving a bonus is 9% and the proportion of female employees receiving a bonus is nil.

INTERVENTIONS

Since our last report we have done a significant amount of work towards helping to close the pay gap. We have partnered with Women into Construction and delivered talks to encourage women into our Industry and to educate people on the opportunities available to women in the construction industry and to showcase that we value differences and want our employees to be part of an inclusive culture and to progress and develop to be the best they can be.

We have held one to one career talks, built robust links with schools and colleges and have worked with STEM skills fund to support and encourage young women to get into STEM related subjects.

We have improved and enhanced our recruitment practices by writing inclusive job adverts that carry an inclusion statement to attract a wider talent pool. We are aiming to include women in shortlists for recruitment and promotions wherever possible. We have used skills-based assessments as well as structured interview questions to assess suitability for job roles so that we are able to standardise tasks to ensure fairness across all our candidates. We conduct recruitment and interview training with all our recruitment managers and those involved in the recruitment process to prevent any unconscious bias.

As a Disability confident employer, we have also worked with the Job Center plus to offer those with disabilities the opportunity to get into work by joining them on their career days to either offer advice, carry out interviews for work experience, work trials and work placements to support them getting into work as part of our inclusion and equality strategy.

We have enhanced our family friendly policies and encouraged flexible working, compressed hours, job shares, remote working, shared parental leave and part time working and have encouraged managers to respond positively to employee requests. We realise having this flexibility also opens new channels for closing our gender pay gap as we aim to attract more women into roles and help them to enjoy a better work life balance. With this in mind we also encourage male employees to work flexibly so it is not considered only a female benefit.

We have seen the launch of our Staff Forum made up from a cross-section of the business working with Senior management on ideas and initiatives which has provided open channels of communication and inclusion to our employees. This way we have found we can share common goals, practices and procedures in an open and transparent way and encourage our staff to participate in decision making and best practice ideas as well as sharing information and resolving any issues. Having open communications makes it clear for our employees to understand and means our managers understand their decisions need to be objective and evidence based because their decisions may be reviewed by others.

We have further introduced provisions to identify any barriers to gender equality by introducing specific gender monitoring KPI's.

We know to achieve our aspirations we need to attract more women into the industry and can make a difference by promoting career development to give equal opportunity to both men and to secure advancement into Senior roles – our aim to encourage gender diversity and to have better representation of women at all levels in our business by 2025.

We can close the gender pay gap by continuing to create an inclusive culture which values each other's differences. Our focus is to build a diverse and gender balanced workforce which reflects the customers and communities that we work within. By identifying and introducing smarter ways to attract, retain and develop female employees we can tackle the gender pay gap through insight, analysis and robust inclusion plans that will be delivered across the business.

We know we have more to do but are committed to upskill our managers through Leadership and Development programmes to own and drive inclusion throughout their own business areas. We will work as 'One Breyer' across all our divisions to attract and retain our talent and be the best we can be. We will continue with our journey and remain focused on attracting and promoting female talent. We understand that our gender pay gap difference in favour of men is because we have a low proportion of women in the business overall and that whilst construction is predominantly a male dominated industry, we need to attract the next generation and improve the Industry's image.

Our commitment to bring women together through a positive work environment with consistent, inclusive and honest practices with continued support throughout career development will remain ongoing.

We will build upon our gender pay gap information and look to improve our business strategies and to pay all our employees fairly for the work they do.

I, Anne Dyer, HR Director, Assoc CIPD confirm the information in this statement is accurate.

Signed



Dated 12th March 2019