



Gender Pay Gap Report 2019

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

This is the third year since releasing 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 but we remain committed to addressing the challenges of gender parity and supporting the representation of 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.

It is perhaps not surprising that there are no major changes from our report last year, but we can see we have made positive progress in some areas as detailed below and we are determined to build upon these. By promoting our culture of transparency and inclusion 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 310 full-pay employees. Of this total 93 were female (30.00%) and 217 were male (70.00%).

- The mean gender pay gap for Breyer Group is 23.86%
- The median gender pay gap for Breyer Group is 6.90%
- The mean gender bonus pay gap for Breyer Group is 100%
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- The proportion of male employees in Breyer Group receiving a bonus is 5.40% being 17 males 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 6.90% comparative to last year at 13.33% and historically 16.16% in 2017. We are pleased to notice a significant change year on year and 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- 2019			
Band	Males	Females	Description
A	55.13%	44.87%	Lower Quartile
B	67.53%	32.47%	Lower Middle Quartile
C	71.43%	28.57%	Upper Middle Quartile
D	85.90%	14.10%	Upper Quartile

Fig1

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

Fig2

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

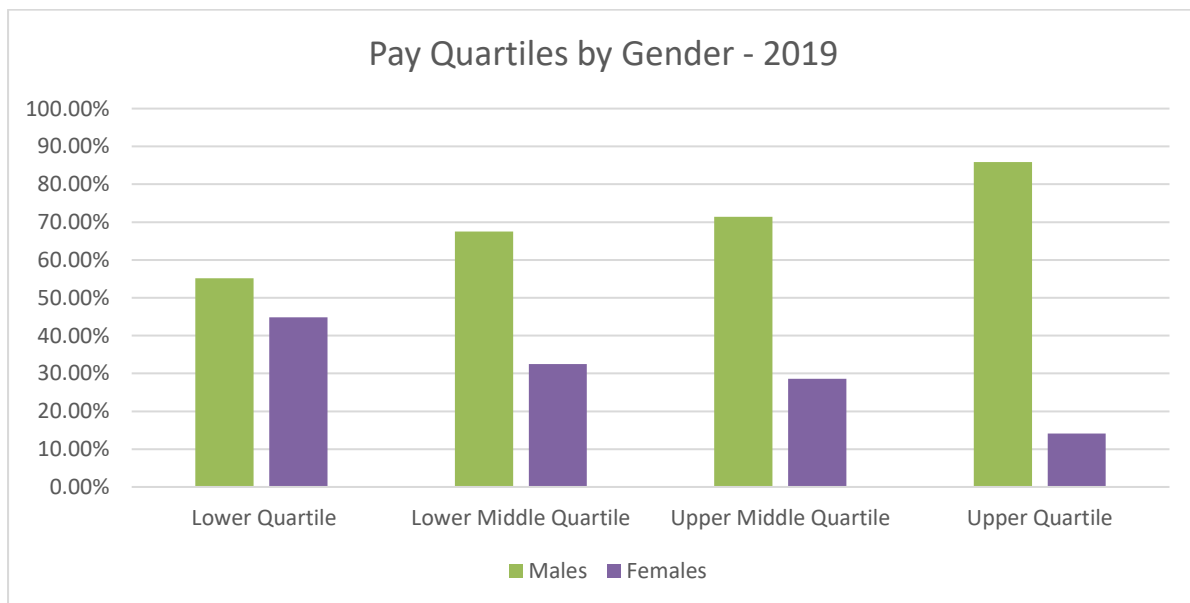
Fig3

Whilst our results (fig1) are not dramatically different from last year (fig 2), or even the previous year (fig3) there is evidence to suggest progressive improvements are being made and we continue to work on this. We can see a slight increase in males in Band **A** comparative to a slight decrease in females in the lower quartile where employees are mainly front line, administrative assistants, warehouse and reception roles.

Band **B** is made up of mainly trade skills staff, administrators and customer facing employees and this year the male numbers in this group have increased by 2.67% just as the female numbers have decreased by the same amount. Then moving to Band **C** which is made up of Supervisors, managers and multi trade staff we see marginal decreases in males and a slight increase in females compared to last year evidencing less women in the lower middle quartile in this reporting period with a slight increase to women in the Upper Middle quartile job roles. This trend continues again in Band **D** where numbers of women have increased marginally reducing male representation slightly by 1.94% compared to last year in the roles made up of Senior Management and Director roles.

This year's figures show positive differences in the progression of women through all Bands **A** to **D** which is really encouraging. Whilst our Industry sector remains predominantly male dominated our interventions to encourage more female representation into construction remains ongoing. It is pleasing to see that the bands do show trends of positive progression towards closing the Gender Pay Gap and we will continue to encourage, develop and support our women throughout all areas of the business to grow and develop to be the best they can be.

The chart below 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 despite results displaying positive trends towards female career progression. We are committed to overcoming this by understanding the root causes, finding solutions that are practical and beneficial to employees, and by being transparent.



BONUS GAP

As in our previous reports 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 continued interventions over this past year such roles have attracted very few female applicants both in Breyer and the industry as a whole and this is an area we continue to focus on.



The proportion of male employees receiving a bonus is 5.4% and the proportion of female employees receiving a bonus remains at nil.

INTERVENTIONS

Since our last report we have done a significant amount of work towards helping to close the pay gap. We continue to meet and partner with Women into Construction and have delivered talks over the past year 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.

In addition to this Breyer sit on the Mayor's Construction Operational Board and have the innovative vision to do things differently by building an exciting partnership with Bola Abisogun OBE FRICS, who is a RICS Approved APC Assessor and the Champion of the RICS BAME Network, promoting equality, diversity and inclusion across the profession and built environment. Our aim is to promote women in construction education events through our grass roots community initiatives, providing women and girls the opportunity to learn and access careers in Quantity Surveying and the built environment. Providing information and inclusion days to improve Equality, Diversity and inclusion to communities of high deprivation whilst at the same time making this accessible to women as we schedule the roll out of a Pan London program.

We proactively engage with all girls' schools and community faith groups to promote careers in Construction and our QS Academy supported by Diversity Surveyors and the Mayors construction Academy as above.



We continue to build robust links with schools and colleges and as a Community member of Youth Employment UK we support young people going through early career activities in schools, colleges, youth clubs and other settings such as careers fairs, cv workshops, school talks etc to encourage and explore the ideology of progressing into a career in construction.

We create quality opportunities for young people through work placement experiences and encourage young women to participate in a career in construction. We have signed up to the Youth Employment UK charter where we pledge to create opportunity, develop pathways, recognise young talent, remove barriers for young people to enter the workplace, motivate them to take ownership of their career development and to allow youth to have a voice within the communities in which we work and across our business. This is accessed by more than 70,000 young people each month and has an extensive reach into schools and colleges and a range of other stakeholders through comms and social media channels.

We have improved and enhanced our recruitment practices by reviewing the language used in job descriptions to ensure they are inclusive of women and minorities and by writing inclusive job adverts that carry an inclusion statement to attract a wider and diverse talent pool.

We are looking at recruitment pathways to encourage underrepresented groups of employees into Breyer as well as supporting underrepresented groups of employees within the business by making career opportunities accessible. We have also invested time into creating data analytics that give us insights into external diversity so we can look at recruitment trends and create initiatives to further support diversity in underrepresented groups and areas that we work within. We are passionate about creating a diverse workforce that reflects the customers that we serve.

We 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 regularly review and conduct 'fair' recruitment and interview training with all our recruitment managers and those involved in the recruitment process to prevent any unconscious bias.

We have also recruited a female Social Impact Manager to further community engagement through various programmes and initiatives and by positively championing careers in construction. Through this pathway we have initiated development plans for our Resident Liaison Staff to become Community Safety Advisors, upskilling a predominantly female grouping of employees, linking qualifications to promotion and pay increases. As the qualification is 12 months long this will result in benefits to our Gender Pay Gap in the following year.

We have plans to implement a Breyer's Women Ambassador Forum, providing mentoring and a buddy system partnered with WISH (Women in Social Housing). We believe there is power in the individual but also great strength in the collective. We want to create opportunity, impact change and build a unique network, with women in mind.

Working with WISH we aim to focus on championing positive and beneficial outcomes for all women regardless of roles or experience. Offering women, the opportunity to become members of a network of immense value and the time to attend informative events with a multitude of benefits for members.

We aim to create a legacy we can be proud of by challenging gender inequality and the gender pay gap, by encouraging new and existing female talent to remain in the construction and housing sector and by boosting one another through our career successes

Our Board of Directors along with our HR team have carried out a review of career structures within their teams alongside succession planning with consideration given to create more senior or team leader roles where business needs necessitate into which women are able to progress. To further support the development of women across the business the board have initiated positive action in that a proportion of our levy has been ring fenced purely for female development.

We have partnered with UKG Life skills to offer blended learning opportunities to our workforce to encourage upskilling with the added benefit of coaching and mentoring to allow those who may struggle with academic subjects to have equal opportunity to career development opportunities offering flexible learning to fit in with caring responsibilities to improve the engagement of returners to the labor market and lone parents. At the same time, we can offer bespoke training plans for our Management and Leadership teams that aid business productivity but also encourage a positive workplace culture as well as motivating our workforce to achieve and feel valued. We will continue to look at education pathways that positively encourage women to learn whether in permanent or part time job roles. It is important to us that all employees have access to career development.

We continue to actively encourage flexible working, compressed hours, job shares, remote working, shared parental leave and part time working and encourage our managers to respond positively to employee requests understanding that children and family members are a priority, enabling women and men to better manage a work life balance . We recognise that having a flexible working pattern for returners to the labor market after maternity leave and when a child starts school, enables mothers to embrace both their career and motherhood. We also realise having this flexibility 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. We also encourage male employees to work flexibly so it is not considered only a female benefit.

As a Disability confident employer, we continue to work 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 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.



It is our aim to implement a Breyer Gender Diversity Forum during 2020 to identify the areas of our business where women are underrepresented and implement a process to improve the development of women into these roles.

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.

Our continued aim is that by 2025 we will have further reduced the Gender Pay Gap across Breyer Group by proactively listening to our employees, implementing training and mentoring to support underrepresented gender groups in our workforce to achieve career goals and promotions.

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 create an environment that reflects the customers we serve where our people can be the best, they can be regardless of their background. We will continue with our journey and remain focused on attracting and promoting female talent.

We acknowledge there is still more to be done to meet our aspirations to close the Gender Pay Gap and to ensure that more opportunities exist for female talent to join Breyer Group to develop a long and sustainable career with us but we are fully committed to making the changes necessary to improve gender parity. 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 understand that our gender pay gap difference in favour of men is because women in the construction sector are underrepresented but we are committed to implementing our long-term initiatives ensuring our employees continue to be paid equally and fairly and that our commitment to further improve our business strategies will remain ongoing.



We also firmly believe that this continuous journey starts at the top and therefore all our Management Board has endorsed this report to demonstrate their shared commitment.

As a leadership team, we are pleased that elements of our Gender Pay Gap figures are moving in the right direction, however, this improvement is not as significant as we would like it to be.

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

Signed  Dated 03/02/2020