



Gender Pay Gap Report

This report details our snap shot date of 5th April 2017 results and focus areas to Gender equality.

Introduction

Breyer Group is a Main Contractor specialising in all forms of Roofing, External and Internal Refurbishment. The Company has always worked in the commercial and industrial markets undertaking work on housing, schools, hospitals, walkways and has built up a sound reputation working for Registered Social Housing providers and Local Authorities giving personal, friendly, professional advice.

The Company operates a proactive health & safety culture and undertakes extensive training for its workforce. We are committed to implementing principles, which ensure that no one person is treated less favorably than any other person because of their: age, disability, gender, reassignment, marriage and civil partnership, pregnancy or maternity, race, religion or belief, sex or sexual orientation.

We are committed to the principal of equal opportunities and equal treatment for all our employees and we benchmark our salaries on an annual basis reviewing market data, benchmarking reports from agencies and pay data organisations, Job Boards, Advertisements, on line information and news articles. We also continually look at our recruitment trends to ensure our roles are reviewed and benchmarked in a fair and consistent way.

Breyer Group is confident therefore that its gender pay gap does not stem from paying men and women differently for the same or equivalent work. Rather its gender pay gap is the result of the roles in which men and women work within the organisation and the salaries that these roles attract.

Whilst government legislation has made it statutory for organisations with 250 or more employees to report annually on their gender pay gap, Breyer Group see this as an opportunity to look at ways of improving our business strategy in our efforts to create a diverse and gender balanced workforce reflecting the customers and communities in which we serve. As a company we recognise that whilst Construction generally attracts a higher proportion of males into the workplace, Breyer Group are committed to addressing gender representation and supporting women into the workplace.

What is the Gender pay Gap and how is it calculated?

If you were to imagine two lines of employees, one being male and the other being female in order of pay (highest to lowest), the median gender pay gap compares the pay of the female in the middle of their line and the pay of the middle man.



As job roles are paid differently and the number of males and females performing these roles vary, a gender pay gap exists.

The **mean** gender pay gap shows the difference in the average hourly rate of pay between men and women in a company.

This is different from '**equal pay**', which is the difference in pay between men and women who carry out the same or similar jobs.

The six key metrics required by the legislation are as follows;-

- The difference in the mean pay of full-pay men and women, expressed as a percentage,
- The difference in median pay of full-pay men and women, expressed as a percentage,
- The difference in mean bonus pay of men and women, expressed as a percentage,
- The difference in median bonus pay of men and women expressed as a percentage,
- The proportion of men and women who received bonus pay; and
- The proportion of full-pay men and women in each of four quartile bands.

The Results

Following the above principals of the six key metrics for Breyer Group, the figures have been calculated and are required by law to be published. Breyer Group results are shown below:

- The mean gender pay gap for Breyer Group is 25%
- The median gender pay gap for Breyer Group is 16.16%
- The mean gender bonus gap for Breyer Group is 100%
- The median gender bonus gap for Breyer Group is 100%
- The proportion of male employees in Breyer Group receiving a bonus is 8.64% and the proportion of female employees receiving a bonus is nil.

The Bonus gap relates entirely to an SOR based productivity incentive scheme arising within our Responsive Maintenance Division. The majority of the 19 male employees within this scheme derive their entitlement from TUPE transfers from their previous employment. Notwithstanding our strong equal opportunity message and our desire to encourage applications from females into Trade Operative roles, in practice such roles have attracted very few female applicants both in Breyer and the industry.

At the 5th April 2017 snapshot date we had 317 full-pay employees. Of this total 97 were female (30.6%) and 220 male (69.4%).

Pay Quartiles by Gender			
Band	Males	Females	Description
A	49.37%	50.63%	Includes all employees whose standard hourly rate places them at or below the Lower Quartile
B	68.35%	31.65%	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the Median
C	73.42%	26.58%	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile
D	86.25%	13.75%	Includes all employees whose standard hourly rate places them above the upper quartile

Fig1.

The figures set out above have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Across the UK economy as a whole, men are more likely than women to be in senior roles (especially very senior roles at the top of organisations) while women are more likely to be in front line roles at the lower end of the organisation. In addition, men are more likely to be in technical and IT related roles which attract higher rates of pay than other roles at similar levels of seniority. Women are also more likely than men to have had breaks from work that have affected their career progression, for example to bring up children. They are also more likely to work part time, and many jobs that are available across the UK on a part time basis are relatively low pay.

Acknowledging this pattern from the UK economy as a whole, the majority of Breyer Group's lower quartile (Band **A**) are made up of mainly front line, administrative assistants, reception and customer service and warehouse staff but show an even split between males at 49.37% and females at 50.63 %, whereas the lower/ middle quartile (Band **B**) are made up mainly by Trade skilled staff and administrative and customer facing roles. The trade skills taking up the majority of the male percentage being 68.35% against only 31.65% of females which is not surprising giving we have very few women applying for our Trade vacancies which make up a large percentage of our workforce. As we move up to the Upper quartiles (**C** and **D**) we have 73.42% males compared with 26.58% females in Band **C** made up of Supervisors, line managers and Multi trade staff the majority of which are men. Similarly in the highest paid Band **D** our Senior Management and Directors are predominately male because a majority of the job role types within the business do not attract female applicants. That said we have 11 women compared to 69 men that make up our senior managers, being 13.75% for women compared with 86.25% for men and we do have one female on our Board of five executive Directors. Whilst our gender pay gap may suggest a lack of female progression, we see progress and development into senior office management roles rather than Site Management and Operational roles. This is not surprising in our Industry sector, as the type of work is predominately male dominated.



This can be seen in the table (fig1) above depicting pay quartiles by gender. This shows Breyer Groups workforce divided into four equal-sized groups, based on hourly pay rates, with Band **A** including the lowest paid 25% of employees (the lowest quartile) and Band **D** covering the highest paid 25% (the Upper quartile). In order for there to be no gender pay gap, there would need to be an equal ratio of men to women in each Band. However, within Breyer Group the percentage of male employees increases throughout the Bands from 49.37% in Band **A**, 68.35% in Band **B**, 73.42% in Band **C** and 86.25% in Band **D**.

The National gender pay gap is currently set at 18.1% and whilst there is room for improvement Breyer Group currently has a gender pay gap of 16.16% which is below the national average.

Challenges

As our Gender Pay Gap report demonstrates, we have fewer women employed at Breyer Group across a staff headcount of 317, as reported 5th April 2017, 220 were males and 97 were female. This is typical of many companies in this industry sector where trade, engineering and environmental roles still attract fewer women. The UK Commission for Employment and Skills recognises that other professions needing high skill levels in STEM subjects, science, technology, engineering and maths are also currently attracting fewer women. National demand for these skills is at an all-time high but the number of women studying and working in STEM remains low. Whilst acknowledging the need to attract more women we are taking steps to enable and educate and retain more women into construction. The CITB state that currently only 2% of the trade workforce is female and 11% of professional and office staff are female.

Breyer Group have been actively working with 'Women into Construction' for the last 12 months, with our Head of Community Investment and Development working closely with them on various initiatives and with our own clients by offering work experience placements, talks to their female potential employees who are looking to get into their first job and introducing them to Schools Careers programme via Team London.

We look forward to working more closely with them in the future and aim to partner with Women in Construction in 2018. It will allow us to further deliver contractual employment and skills requirements via school engagement, work trials, apprenticeships and interview sessions. They look at supporting women with travel and childcare costs to help them access these opportunities and encouraging construction related training and tools allows us to broaden our diversity and inclusion and create opportunities for women into the business. Breyer Group is fully committed to looking at ways to attract more women into construction and will continue to look at ways to improve in this area moving forward.

Future Plans



Our long term goal is to widen our talent pool and attract more women into our Company. In order to achieve this all those within the business responsible for Recruitment and our people managers need to understand the issues that may prevent greater female representation.

- Flexible working – ability to work from home
- Job share or part time working
- Adjustment to working hours, no longer the 9.00 am to 5.00 pm; this could be earlier or later

Throughout 2017 we have improved our recruitment processes and candidate selection and our Managers have competency based interview packs to ensure the recruitment process and scoring is fair and consistent. We conduct recruitment training to all employees involved in the recruitment process to ensure there is no bias to candidates applying. We will make provisions to further identify any barriers to gender equality by introducing gender monitoring to understand:-

- The proportions of men and women applying for jobs and being recruited
- The proportions of men and women applying for and obtaining promotions
- The proportions of men and women leaving the organisation and their reasons for leaving
- The numbers of men and women in each role and band
- Take-up of flexible working arrangements by gender and level within the organisation
- The proportion of men and women who return to their original job after a period of maternity or other parental leave; and
- The proportion of men and women still in post a year on from a return to work after a period of maternity or other parental leave

We will use our Employee Staff Forums to further provide open channels of communication and inclusion to our employees and take on board any ideas and innovation that is highlighted throughout our meetings and workshops.

We will continue our best practice policies in regards to our Diversity and Inclusion strategies as well as promoting equal opportunities to all of our employees irrespective of gender. We will continue our work with Women into Construction to find ways of attracting more women into the construction industry and actively seek out more ways of reaching women via our recruitment campaigns and career fairs.

We will also look at development opportunities and ways to attract and select more women into senior roles to gain a higher percentage of female representation into both management level and senior management roles across the business. We will seek to promote career development practices to ensure we have opportunities in place to potentially grow more female leaders.

Our commitment to bring women together through a positive work environment with consistent and honest practices and to support career development will be ongoing and we will use our gender pay gap information to learn and improve our business strategies.



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

Signed

A handwritten signature in black ink, appearing to be 'AD' with a flourish.

Date 29/01/2018