

BAM Ireland – Explaining our Gender Pay Gap 2022

BAM is committed to diversity, fairness, inclusion and respect and to reducing our gender pay gap.



BAM Ireland is fully committed to achieving a gender balance that better reflects society and the communities in which we operate. We welcome you to our first Gender Pay Gap report and our improvement journey as we strive to transform the inclusivity of our business. The data in this report will represent findings from our qualifying employing entities; BAM Civil and BAM Building.

Diversity and inclusion are strategic priorities for our business and our industry. We see continued progress, reflected in our data, by maintaining focus and providing essential leadership in this area.

In 2021, we undertook an inclusion audit to understand the depth of our journey to ensuring equity of experience for our people and partners. This process reviews over 100 data points that are known to drive inclusion right across our business, with contributions from key stakeholders such as our customers and supply chain. The results showed us that we still have a long way to go in our D&I journey, and consequently in April 2022 BAM appointed our first UK & Ireland Director for Diversity and Inclusion.

Transformation in this space is well underway for BAM and the introduction of a D&I Centre of Expertise allows us to work collaboratively with other BAM businesses to learn from each other and share best practices, localising these plans so they are relevant to the specific needs of Ireland.

Achieving this change requires leadership from all our senior managers; the Management Team and I are working closely with all areas of the business to realise a more inclusive and representative working environment for all our people.

BAM Ireland is fully supportive of gender pay gap reporting, and I and my team are committed to delivering the everyday actions across our business that will reduce our gender pay gap.

Alasdair Henderson, Executive Director, BAM Ireland

What pay is used to calculate this?

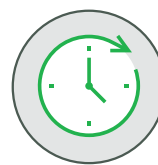
Ordinary pay is defined in the Regulations and includes:



Salary



Allowances



Shift premiums



Overtime



Pay for sick leave



Salary top-ups for statutory leave



Gardening leave pay



Bonus Pay

What is gender pay gap reporting?

The Gender Pay Gap Information Act 2021 (and related Regulations) set out the statutory basis for Gender Pay Gap reporting in Ireland. The purpose of the legislation is to understand gender pay gaps in the workplace.

Employers in Ireland are required to report on the gender differences in respect of the:

- Mean and median hourly remuneration for employees
- Mean and median hourly remuneration for part-time and temporary employees
- Mean and median bonus remuneration
- Percentage of employees who were paid a bonus and the percentage of employees who received benefits in kind
- The percentages of employees across four quartile pay bands who are of the male and female gender

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 that is the same, similar or work of equal value.

Our gender pay gap data - BAM Civil



Snapshot Date
30 June 2022

Workforce

Mean Hourly Remuneration Gender Gap

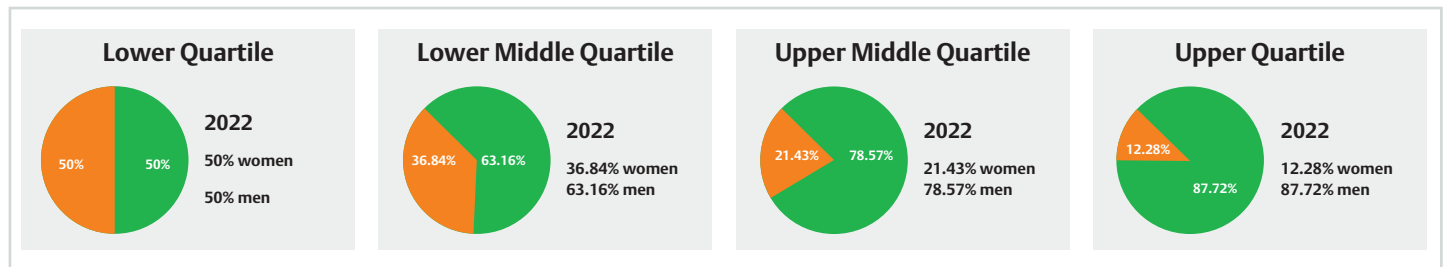


Median Hourly Remuneration Gender Gap



Percentages of employees who fall within the four quartile pay bands

When we divide our employees into four equal sized quartiles from lowest to highest paid, it shows that men outnumber women in all but the lower quartile of our business. The proportions of women and men in each quartile are:



Bonus Remuneration



Percentage Male Paid Bonuses 42.4%



Percentage Female Paid Bonuses 25%



Benefits in Kind



Percentage Males who received Benefits in Kind 73.4%



Percentage Females who received Benefits in Kind 98.5%

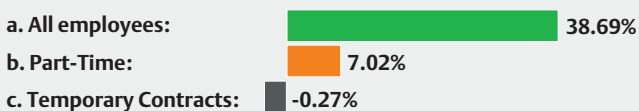
Our gender pay gap data - BAM Building



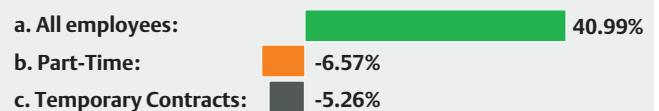
Snapshot Date
30 June 2022

Workforce

Mean Hourly Remuneration Gender Gap

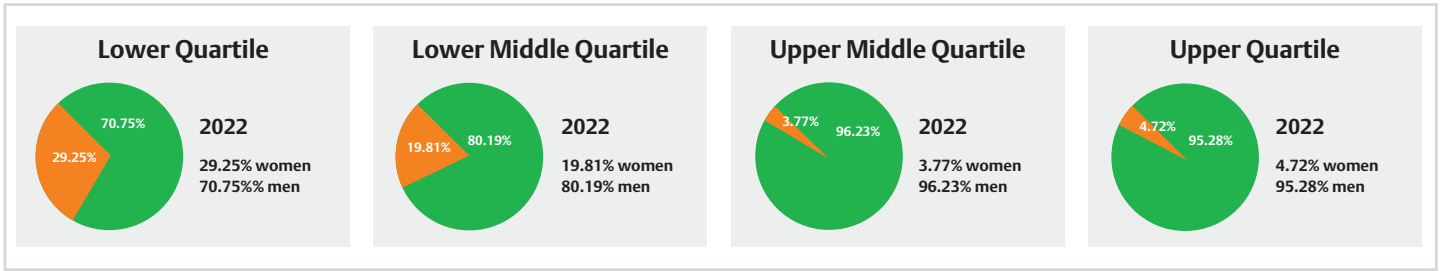


Median Hourly Remuneration Gender Gap

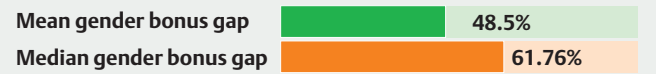
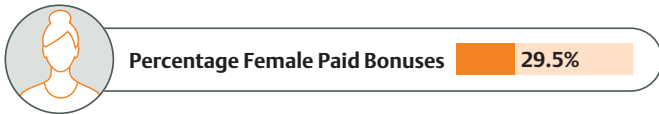
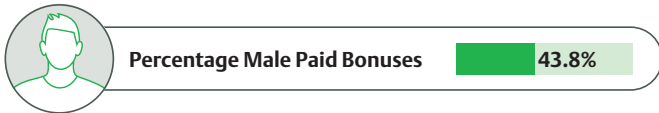


Percentages of employees who fall within the four quartile pay bands

When we divide our employees into four equal sized quartiles from lowest to highest paid, it shows that men outnumber women in all but the lower quartile of our business. The proportions of women and men in each quartile are:



Bonus Remuneration



Benefits in Kind



Opinion on findings

Our gender pay gap information highlights a structural issue: not only a lack of women in senior roles, but a lack of women generally across our employee population. Under representation of women impacts on our industry significantly and is something we are working hard to rectify.

To make progress in reducing our gap we are addressing the structural issues within the industry and focusing on attracting women and creating a pipeline of talent which ensure women are represented at all levels. We are working to develop, support and retain all staff, including women, within our business and specifically to increase the representation of women in our senior roles.

We are encouraged to see that the gender split in the lower pay quartiles is more balanced, showing that our early career programmes are delivering a positive impact.

We are also encouraged to see that on detailed analysis there is no evidence of any underlying equal pay issues, however this does not take away from our commitment to reduce our gap.

Some of what we are doing to become a more diverse and inclusive company

Broadening Minds

Education is key for us to ensure we all understand the fundamentals of Diversity and Inclusion. Our senior management teams have received one to one coaching to explore what inclusion means to them personally and how they can apply this awareness in how they manage their teams and business. Our functions are also learning what D&I means in their everyday roles so that we can remove embedded bias and truly demonstrate inclusivity authentically in what we do. This year we have focused on our people (recruitment, talent, business partnering, learning) and communications teams, but this will expand into our operationally focused functions in 2023 such as supply chain management, IT and procurement.

Next year will see the introduction of our BAM Inclusion Programme which will provide mandatory training and a whole catalogue of learning and sharing opportunities to help our people demonstrate inclusive behaviours in everything they do.

Inclusion Everyday

In 2021, we invited Equal Approach into our business and provided them with access to our people, systems, data, customer and supply chain. A Return on Inclusion assessment ensued, reviewing 100 different drivers for inclusion and identifying key areas for focus which have been built into our UK and Ireland D&I strategy. We will be reassessed in 2023 to recognise our progress to date and identify further areas for improvement embedded into action plans to which we can hold ourselves accountable.

Removing Barriers

This year we will be launching our UK&I Inclusion Networks, giving our employees access to employee run networks on diverse characteristics. The newly formed Gender Action Network will be supporting the UK&I business in initiatives to address the gender pay gap and will be sponsored by the Executive Director for BAM Ireland.

BAM is committed to recruiting, developing and providing opportunities to ensure that all women within our business can achieve their full potential.

The Divisional Leadership Team and senior management are committed to this and in achieving improvement in our pay gap and acknowledge that this is something that will take combined and concerted effort over a sustained period of time, which we are fully committed to.

I confirm that data and information contained in this report is accurate as at the snapshot date of 30th June 2022 and has been calculated according to the requirements of the Employment Equality Act 1998 (Section 20A) (Gender Pay Gap Information) Regulations 2022.

Andrea Singh, Executive Director People, BAM UK & Ireland

