

Gender Pay Gap Summary for BAM Ireland

BAM Ireland is fully committed to achieving a gender balance that better reflects society and the communities in which we operate.

Snapshot date: 30 June 2023

Publication date: 18 December 2023



We welcome you to our 2023 Gender Pay Gap report and invite you to join our improvement journey as we strive to transform the inclusivity of our business. The data in this report will present findings from our consolidated results* and 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 2023, we undertook our Return on Inclusion audit, conducted by our trusted inclusion partners, Equal Approach. This is 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 show a considerable improvement from our audit in 2021 whilst recognising that we still have further improvements to be made in our D&I journey. Transformation in this space is well underway for BAM. The introduction of a D&I Centre of Expertise in January 2022, has allowed 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. We are working closely with all areas of the business to realise a more inclusive and representative working environment for all our people. One of the first tasks we undertook was rolling out the Inclusive Leadership programme in 2023. 15 members of the Senior Leadership Team, including myself, took part. We will continue to roll out this, and further training, in 2024.

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 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.



What pay is used to calculate this?

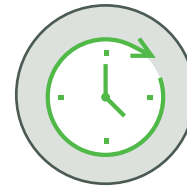
Ordinary pay is defined in the Regulations and includes:



Salary



Allowances



Shift premiums



Overtime



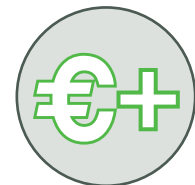
Pay for sick leave



Salary top-ups for statutory leave



Garden leave pay



Bonus pay



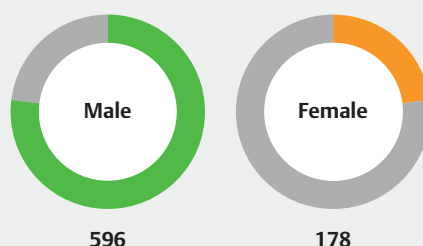
Our gender pay gap data

BAM Ireland Consolidated Report * BAM Civils, Building, Invesis, NI & FM



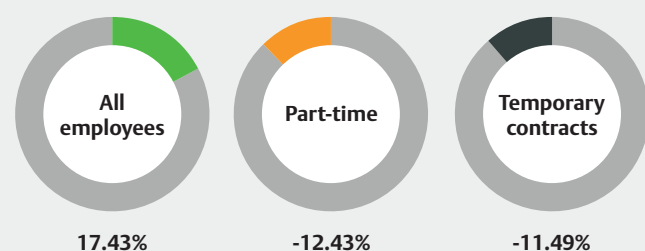
Data collected
30 June 2023

Workforce

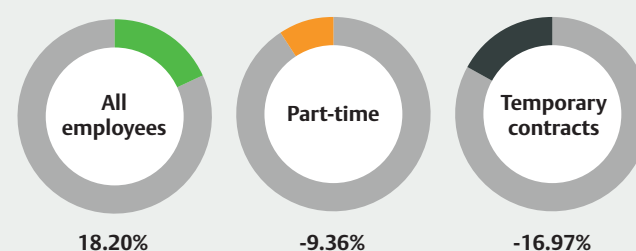


Remuneration Gender Gap

Mean hourly



Median hourly



Quartile pay bands

Respective Percentages of employees who fall within the four quartile pay bands

Male Female

Upper



Lower Middle



Upper Middle

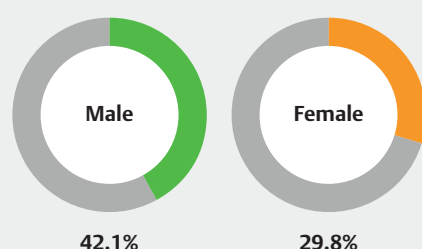


Lower



Bonus Remuneration

Paid bonuses



Mean gender bonus gap



Median gender bonus gap



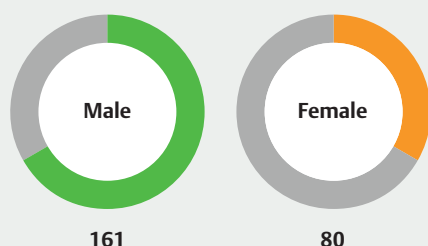
Our gender pay gap data

BAM Civil

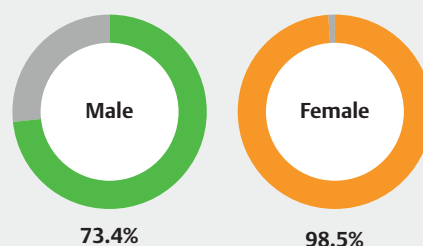


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Workforce

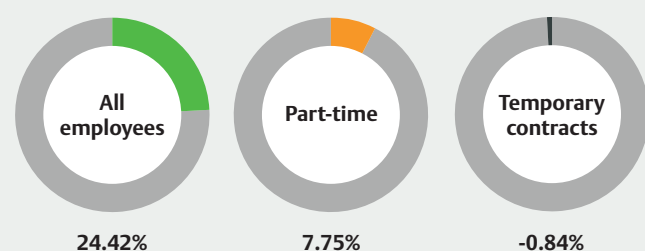


Benefits in Kind

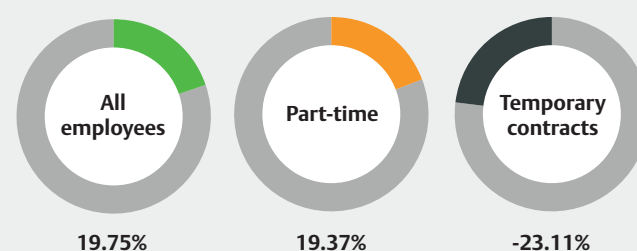


Remuneration Gender Gap

Mean hourly



Median hourly



Quartile pay bands

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Lower Middle



Upper Middle

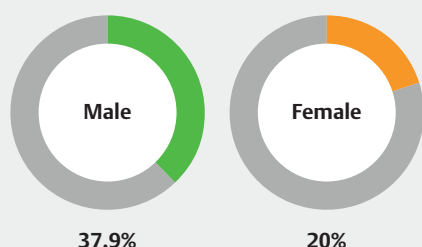


Lower



Bonus Remuneration

Paid bonuses



Mean gender bonus gap



Median gender bonus gap



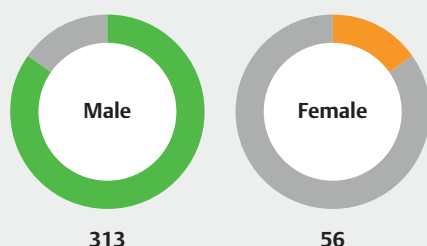
Our gender pay gap data

BAM Building

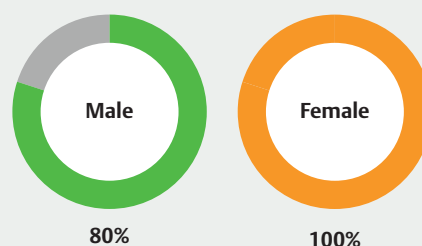


Data collected
30 June 2023

Workforce

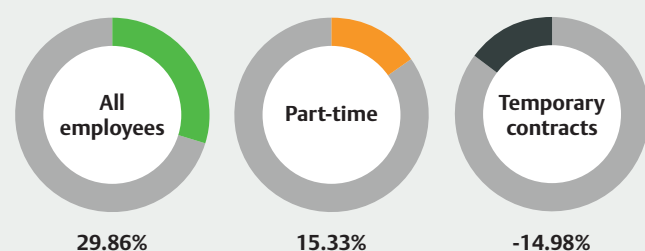


Benefits in Kind

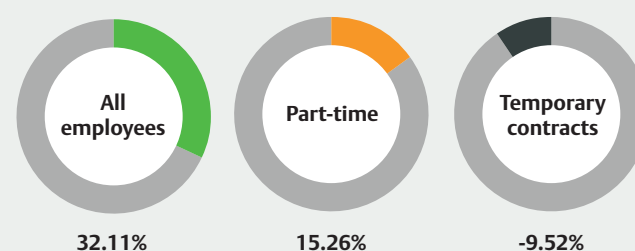


Remuneration Gender Gap

Mean hourly



Median hourly



Quartile pay bands

Respective Percentages of employees who fall within the four quartile pay bands

Male Female

Upper



Lower Middle



Upper Middle

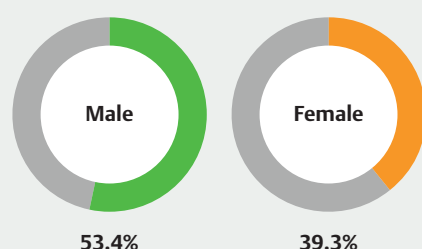


Lower



Bonus Remuneration

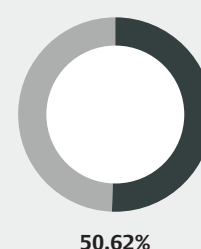
Paid bonuses



Mean gender bonus gap



Median gender bonus gap



Opinion on findings

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 must address the structural issues within the industry and focus on attracting women and creating a pipeline of talent which ensure women are represented at all levels. We must develop, support and retain all staff, including women, within our business and 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 encouraged to see that the representation of women in our upper pay quartiles has significantly improved, along with improved parity in the lower pay quartiles. Ultimately this has had a favourable impact on our mean and median pay gaps.

The introduction of our additional businesses data to the report, helps us to show a truer representation of the gender pay gap across BAM Ireland. We seek to deliver transparency and consistency of practice, not only in those areas we are legislated to report.

We do seek to understand better the fluctuation in our gap for part time and temporary workers. Whilst reduced in our Civils business, we have seen an increased gap in our Building business moving us into a negative pay gap for our consolidated report.

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.

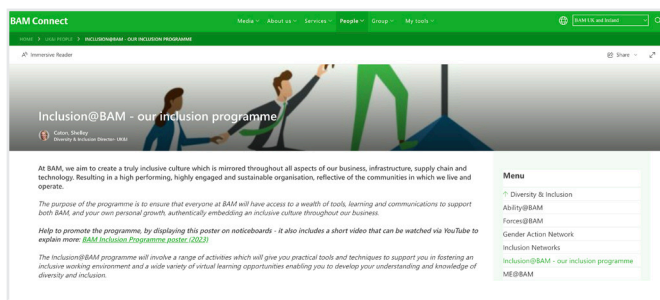
What we are doing to become a more diverse and inclusive company:

Broadening Minds:

Education is key for us to ensure we all understand the fundamentals of Diversity and Inclusion. Our Divisional Leadership Team has 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 demonstrate inclusivity as a golden thread running through everything we do.

This year we have focused on the launch of our Inclusion at BAM Programme which has provided training and education via a whole catalogue of learning and sharing opportunities to help our people demonstrate inclusive

behaviours in everything they do. We have trained 69 of our leaders this year, across UK & Ireland, through our 2-day Inclusive Leadership course, with a further 100 leaders scheduled for 2024. Finally, we trained 25 internal D&I trainers to roll out our D&I Fundamentals course to all of our UK & Ireland colleagues.



Snapshot of BAM's Inclusion@BAM network page



Across BAM Ireland, in 2023, colleagues took part in International Women in Engineering Day, run by the Women's Engineering Society (WES). This day promoted and celebrated the work that women engineers across the globe are doing. Initiatives such as International Women in Engineering Day help to further education surrounding gendered issues in our industry, which is why we continue to acknowledge the importance of recognition, awareness and celebration.

Inclusion Everyday:

In 2023, we invited Equal Approach into our business and provided them with access to our people, systems, data, customer and supply chain. We undertook the Return on Inclusion assessment for a second time, the first being in 2021, 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 made considerable improvement across all BAM UK & Ireland segments and have identified further areas for improvement which have been embedded into action plans. In 2023, we also established our Divisional Inclusion Steering Group which will ensure accountability, ownership and delivery of the aforementioned action plans. We will further this accountability by creating Segment Inclusion Steering Groups in 2024, all of which will have an assigned Diversity & Inclusion Business Partner.

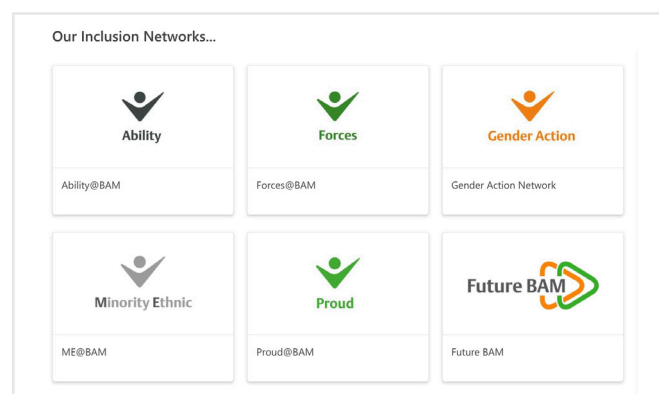
Removing Barriers:

This year we launched our UK&I Inclusion Networks, giving our employees access to employee run networks on diverse characteristics. The newly formed Gender Action Network has supported the business in initiatives to address the gender pay gap. Looking forward to 2024,



the Gender Action Network will formally launch their objectives covering a variety of gendered issues including professional development; family leave and returners, and educational partnerships.

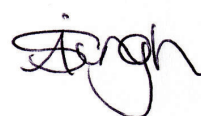
Each of our networks are sponsored by an Executive Director from the UK & Ireland board. Alasdair Henderson, Executive Director Ireland, is the Executive Sponsor for the Gender Action Network.



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

The UK & Ireland Divisional Leadership team and senior management team 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 30 June 2023 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