## Bellway

# **Gender Pay Gap Report**

### - 2018 -

Bellway Homes Limited, as the principal employer of the Bellway p.l.c. group of companies, presents its gender pay gap report for 2018.



#### WHY THERE IS A GAP

Our mean gender pay gap has widened slightly to 17.4%, although it is still lower than the national average of 17.9% (Office for National Statistics figure for 2018). This increase is as a result of us having recruited a higher proportion of women than men in the last twelve months, mainly into more junior roles. The proportion of women employed in the two middle quartiles has increased, helping to increase our pipeline of future female senior managers.

The gender pay gap (the difference in average pay between males and females) is because there are fewer women in more senior roles. The gender pay gap is different to pay equality which is about men and women receiving equal pay for work of equal value.

This year the proportion of female employees who received a bonus increased to 84.4% (2017 - 78.7%) while the equivalent figures for our male employees fell to 65.8% (2017 - 68.6%). However, the median bonus pay of males this year was 22.9% (2017 - 10.0%) higher than that of females. More women than men receive a bonus because our sales advisors, who earn commission, are predominantly female. The increase in the median bonus pay paid to males is due to an increase in the number of divisions and there are more male employees in senior positions.

We operate seven different bonus pay arrangements, depending on job role and level of seniority and so a like-for-like comparison between the pay quartiles is not meaningful. For example, bonus pay includes gains on long term incentive awards which are only provided to the executive directors of Bellway p.l.c. and senior management, the majority of whom are male.

We are committed to making appointments on merit, against objective criteria. However, we recognise that the construction industry has been, and still is, generally regarded as a male-dominated industry. This is demonstrated by the current composition of our workforce, where 72% (2018 - 71%) are males.

The construction industry has historically attracted men and so those in senior positions, where significant industry experience is required, tend to be men. In addition, a large proportion of the relatively lower paid site-based construction roles, which are generally occupied by men, are outsourced to sub-contractors. As a result these figures do not provide the full picture as they include the managers but not all of the workers.

#### WHAT WE ARE DOING TO TRY TO CLOSE THE GAP

#### During the last 12 months we have carried out the following activities to help with closing the gap and improving diversity within Bellway as a whole:

- We have Diversity & Inclusion champions in each division. Most of them have now completed a Level 2 Equality and Diversity qualification.
- We have introduced diversity and equality training for all managers.
- We have reinforced the message with our recruitment partners that we are actively seeking to encourage more women into construction and have refreshed our Group recruitment panel to include firms which specialise in diversity recruitment.
- We have conducted a data cleanse to capture up to date diversity data about our employees which will assist us in prioritising diversity issues.
- We have signed up to the Building Mental Health Charter which will help improve our profile as a caring employer.
- We have improved our maternity pay provision.
- We are focussing on the number of women in senior roles as part of our succession planning.
- We are developing targeted recruitment campaigns focusing on encouraging women into construction.
- We have started to consider if there are barriers to progression for women within Bellway and will use our Employee Listening Groups to make further progress in this area. If barriers are identified we will take effective remedial action where possible.

- We have introduced a new Board KPI to monitor the number of women in the senior management team. Our current level is 16% females.
- We contribute to industry-wide discussions on diversity.

In addition to continuing our activities above, we plan to do the following in the next 12 months:

- Review Job Descriptions and Person Specifications to ensure that they are inclusive.
- Conduct a facilitated senior leaders workshop to establish our focus and Diversity & Inclusion strategy.

We have not yet made progress with some of the other areas we said we would do in last year's report, however, work on closing the gap is a long-term effort and these areas will be considered in due course:

- Pilot a returnship programme to encourage talented women back into the workplace.
- Identify mentors within the business who will help us to develop future female talent and promote good news stories.

#### PROPORTIONS OF EMPLOYEES IN EACH PAY QUARTILE



#### HOW WE CALCULATE THE GAP

The gender pay gap data is based on the hourly pay rate calculations for all of our 2,690 full-pay relevant employees and includes salary (after salary sacrifice), car allowance, travel allowance and any bonus or commission paid in the pay period ending 5th April 2018.

The gender bonus pay gap data for bonuses paid in the year up to 5th April 2018 includes bonus, commission and income taxable proceeds on the exercise of discretionary long term incentive share awards.

The mean figures compare the average pay or bonus for a male employee with the average pay or bonus for a female employee across the whole company. The median figures compare the pay or bonus of the male employee and the female employee who occupy the middle position when ranked in order of pay or bonus.

#### DECLARATION

I confirm the information and data reported is accurate as of the snapshot date of 5 April 2018.

Jason Honeyman

Jason Honeyman Director

