

Bellway

GENDER PAY GAP REPORT 2024

Bellway Homes Limited, as the principal employer of the Bellway p.l.c. group of companies, presents its **gender pay gap** report for 2024.



Gender Pay Gap Report 2024



Heidi Khoshtaghaza, Group HR Director

At Bellway, we are committed to creating an inclusive workplace where everyone has equal opportunities to succeed. Transparency in our gender pay gap reporting is a key part of this commitment, helping us track our progress and remain accountable for meaningful change.

Our 2024 report highlights the progress we have made, as well as the challenges we continue to address. Over the past year, we have focused on improving gender representation across all levels of our business, enhancing our talent development programmes, and strengthening our approach to flexible working. While we have seen positive steps forward, we recognise that further action is needed to close the gender pay gap and ensure that women are fully represented in senior roles and across all areas of our organisation.

We remain dedicated to building a diverse and inclusive workforce. Through our continued efforts in leadership development, succession planning, and targeted recruitment, we are confident that we can drive lasting change. Our commitment extends beyond compliance—it is about fostering a culture where all employees can thrive, regardless of gender.

Our Equality, Diversity & Inclusion Strategy

As a responsible employer and as part of our ambition to become an Employer of Choice, as part of our Better with Bellway strategy we are committed to being an inclusive organisation that strives to create a working environment that is diverse and free from prejudice and discrimination. We continue to cultivate an inclusive culture and a common purpose for everyone, where all colleagues feel represented.

Our strategy is underpinned by the following guiding principles;

- Integrating inclusion into all ways of working at Bellway
- Utilising and applying an active listening strategy to ensure that we regularly engage with our employees, gather feedback and ensure that lived experiences are understood to further inform our actions
- Creating a sustainable and holistic approach to equality, diversity and inclusion (ED&I) initiatives
- Developing a collective inclusive mindset and a shared understanding that inclusion is inherent to how Bellway operates as an organisation
- Creating a shared accountability for inclusion as everyone takes ownership of the active role they can all play in supporting the continuous evolution of inclusive practices

Driving Inclusion

We are committed to continuing to work towards our position as an Employer of Choice to attract, develop, support, and retain a diverse workforce across all job levels. In support of this goal, we have continued to work on a number of the actions we committed to in our last report, including:

- Our continued high satisfaction score in our 2024 Employee Engagement Survey around equality, diversity & inclusion (93%) and wellbeing (83%) indicate that our people recognise this commitment at all levels.
- We successfully achieved silver status with the recognised inclusion standard Clear Assured in 2024 as a result of our continuous efforts to enhance our ED&I practices and integrate them into our daily operations.
- We launched our new inclusion governance structure which includes an inclusion steering committee that defines and prioritises inclusion goals and deliverables in line with our inclusion strategy.



Recruiting & Developing Talent

- We have implemented a structured process for senior recruitment aimed at minimising unconscious bias and improving diversity during the recruitment process. We have also trained 82% of our hiring managers on the topic of inclusive hiring and unconscious bias.
- Following the news that Women into Construction (WiC) ceased trading in August 2024, we have engaged with the Home Builders Federation (HBF) and other housebuilders to ensure the continuity of this initiative, and this is now known as the Women into Home Building Programme (WiHB). We made a commitment for all of our 20 divisions to support a placement, with the offer of a permanent role at the end of a successful placement. We hosted 12 placements on our construction sites as part of this programme, which resulted in 6 permanent Trainee Assistant Site Manager roles.
- As part of our ongoing focus on early careers talent, we recruited 65 apprentices and graduates in 2024 (an increase from 42 in the previous year). 18.5% were female and 35% were from a minority ethnic background.
- We introduced early careers pay scales and milestones for our higher apprenticeship roles. This provides greater transparency helping us to attract and retain top talent.
- We engaged with 664 schools and colleges in 2024, reaching a total of 20,839 students, to build a greater awareness of the careers available in homebuilding and to support a diverse recruitment pipeline for the future.
- We continued to support our Elevate Leadership Development Programme which provides our people managers with the practical skills and knowledge to better manage and lead their teams. We have 66 managers enrolled in our 2024/5 cohort. 36.4% of the cohort are female. In addition, as part of this programme we launched a sponsorship programme which provides mentorship to high potential female leaders within the business. The initial programme supported 5 female managers, with the aim of supporting their development.
- We launched our new performance enablement system, Mi Experience, to encourage more regular conversations to support development and wellbeing.
- We also continued to support our Architecture Senior Leaders Development Programme providing our senior leaders an opportunity to further develop their strategic leadership skills and access external coaching.
- We continue to monitor our KPI relating to the number of women in the senior management team. 20.5% of our senior leaders are women.
- We achieved Gold 5% club membership for the third year running, and we are aspiring to achieve Platinum in 2025.
- Change 100 is a programme of paid summer internships, professional development and mentoring for university students and recent graduates with a disability or long-term condition. In 2024 we hosted 5 internships in our head office and divisional offices and offered roles to 2 people following the placement.

Wellbeing

- We continue to provide our people the skills and knowledge to support both their own wellbeing and the wellbeing of others. Over the past 12 months we have recognised a wide range of key events in our wellbeing, diversity & inclusion calendar, such as Women in Construction Week, World Suicide Prevention Day, World Mental Health Day, and the International Day of Persons with Disabilities.
- In 2024 we achieved our target to train 20% of our people in Mental Health Awareness (0.5 days) and 10% of our people in Mental Health First Aid (2 days).

Employee Listening Groups

- Our Employee Listening Groups run quarterly with a cross-section of colleagues from across the business. The Employee Listening Groups allow us to present key initiatives to colleague and gain real time feedback on the views of colleague representatives and we will continue to use these groups to ensure we adopt inclusive outcomes based on the lived experiences of our colleagues.
- Our diversity network, Balance, continues to focus on improving gender diversity across the business. The network helped support awareness events celebrating Women in Construction Week, International Women's Day in March and International Men's Day in November.



How our Gender Pay Gap is calculated

The mean pay and bonus gaps compare the average hourly pay and bonus pay for a male employee against the average hourly pay and bonus pay for a female employee, across the whole company.

The median pay and bonus gaps represent the middle point. The median pay and bonus gaps compare the pay and bonus pay of the male employee and the female employee who occupy the middle position when ranked in order of pay or bonus.

Why do we calculate both the mean and median?

The mean is calculated by adding up the average hourly or bonus pay of employees and dividing that figure by the number of employees. This means the final figure can be distorted by a small number of individuals who receive a particularly high or low hourly rate compared to the rest of the data set. The median is the number that falls in the middle of a range when everyone's hourly or bonus pay are lined up from smallest to largest. If there is a lot of variation in pay, the median can be more representative.

Gender Pay Gap Data 2024

We have calculated our gender pay gap based on our 5 April 2024 snapshot data and in line with the UK government guidance regarding how the data should be analysed.

The mean average pay for women has increased to £22.83 per hour over the reporting period (up from £22.34 last year) and the mean average pay for men has increased to £29.76 per hour (up from £28.01 last year).

Gender pay gap reporting At the 'snapshot date' of 5 April 2024, we had a headcount of 2,561 'relevant' employees which were used for this reporting (67% men and 33% women)	2561
Our mean gender pay gap Our mean pay gap was 23.3%, which has increased by 3.1 percentage points on the previous year (20.2%)	23.3% (2023: 20.2%)
Our median gender pay gap Our median pay gap was 22.8% and remains the same	22.8% (2023: 22.8%)
Our mean gender bonus gap Our mean bonus gap was 8.7%, which has reduced by 9.6 percentage points on the previous year (18.3%)	8.7% (2023:18.3%)
Our median gender bonus gap Our median bonus gap was 25%, which has increased by 6.0 percentage points on the previous year (19.0%)	25.0% (2023:19.0%)
The proportion of men receiving a bonus payment The proportion of men who received a bonus was 77.0% which has increased by 6.5 percentage points on the previous year (70.5%)	77.0% (2023:70.5%)
The proportion of women receiving a bonus payment The proportion of women who received a bonus was 86.9% which has increased by 1.1 percentage points on the previous year (85.8%)	86.9% (2023:85.8%)

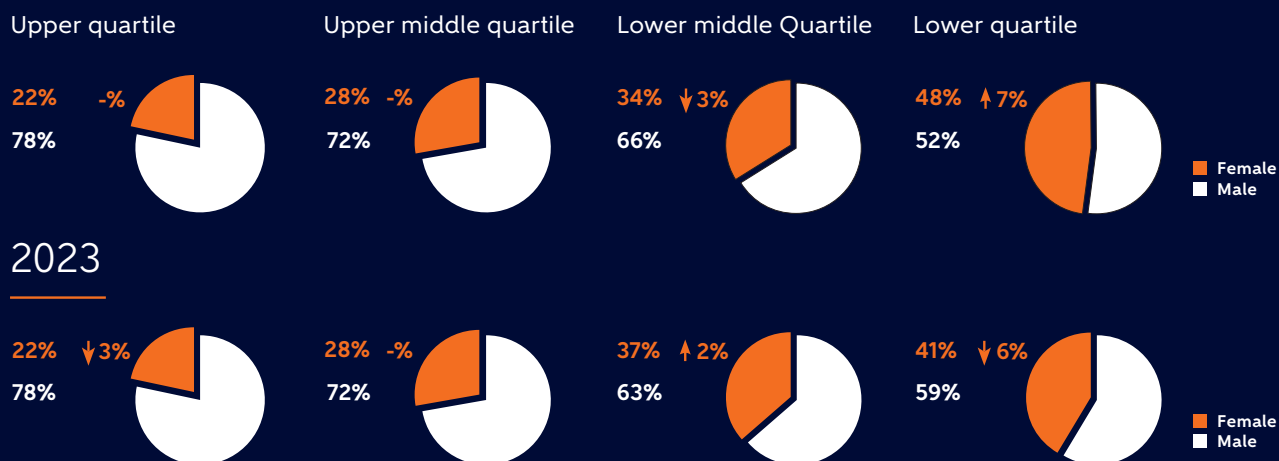
While we have seen a 3.1 percentage point increase in our mean gender pay gap over the reporting period (to 23.3%), we remain comparable to the average gender pay gap in the UK construction industry, which is currently 23%. Our median gender pay gap has remained the same, at 22.8%.

Our mean gender bonus gap has closed from 18.3% to 8.7% over the reporting period. The bonus gap is largely accounted for as more men than women continue to occupy senior position within the business, which attract a higher bonus payment structure. It is however positive to see an ongoing reduction in the bonus gap over the past few years.

The proportion of women receiving a bonus continues to be higher than men. This is because our Sales Advisors receive regular commission, and this is a role which is typically carried out by women across the Group (80.3% of our Sales Advisors are women).

Pay Quartiles by Gender - 2024

The proportion of men and women are split into quartile bands based on their hourly pay rate. The upper quartile includes 25% of the highest paid employees and the lower quartile includes the 25% lowest paid employees. The upper middle and lower middle quartiles sit between.



In 2024, the number of relevant full-time employees (2,561) in comparison to the previous year (2023 - 2,993) reduced by 14.4%. During this period, we closed 2 divisions, and did a workforce planning exercise and did not replace some employees who left the business as output required, which will account for a reduction in the number of overall number of employees. There has been little movement in our upper, upper middle and lower middle quartiles this year. The reduction of men, and the increased number of women in the lower quartile relates to a reduction of the number of employees employed in on-site labour roles, primarily held by men and these roles have not been replaced.

Action for change

As is the case across the sector, we continue to encounter difficulties in recruiting for roles traditionally dominated by males, particularly in senior leadership and site-based positions.

We remain committed to addressing these challenges to support our goal to create a more diverse workforce, with a focus on attracting, retaining and empowering talented people from diverse backgrounds within our business.

In support of this goal, we will continue to focus on the initiatives we mentioned above. In addition, we will also focus on the following areas over the next 12 months: -

- Now that we hold silver status with the recognised inclusion standard Clear Assured we will continue to work towards achieving gold status.
- Now that we have achieved our targets to train to train 20% of our people in Mental Health Awareness and over 100 of our people in Mental Health First Aid, our focus for 2025 and beyond will be to maintain the current level of skills and knowledge within the business. Our ambition is to ensure that we have Mental Health First Aid coverage across all our sites in 2025.
- We will continue to support early careers talent and as part of this we plan to recruit 109 apprentices and graduates in September 2025. This will work towards Bellway achieving the target of 10% of the workforce being in earn and learn roles by December 2025.
- We will support employees with their continued professional development and offer more opportunities to develop their careers.
- We will continue to work closely with the Home Builders Federation (HBF) and the other homebuilders to ensure the continuity of the Women into Home Building Programme. Our aim is for all of our 20 divisions to host a placement under this scheme by the end of July 2026, with the aim of offering a permanent Trainee Assistant Site Manager role at the end of a successful placement.
- We will continue to embed our new digitalised continuous performance management model, Mi Experience which will focus on regular conversations and clear objectives to support career development and retention.
- We will continue working towards increasing the proportion of women in senior leadership roles.
- We have recently launched our new site compound set up which will be more inclusive for females on site, and this is now in place for all new developments.
- During 2025 we aim to increase the number of colleagues involved in our diversity network, Balance, and focus on key projects to support not only gender diversity, but all aspects of diversity & inclusion.
- We will continue to support the Leonard Cheshire (change 100) programme to support three month summer placements for graduates or recent graduates with a disability. We will also work with Variety, The Children's Charity and support their Access Interns Initiative to support disabled and disadvantaged young people with a four-week summer placement.

The gender pay gap data is based on the hourly pay rate calculations for our 2,561 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 5 April 2024.

The gender bonus pay gap data for bonuses paid in the year up to 5 April 2024 includes bonus, commission and income taxable proceeds on the exercise of discretionary long term incentive share awards.

Declaration

I confirm the information and data reported is accurate as of the snapshot date of **5 April 2024**.

Jason Honeyman

Jason Honeyman
Director

Bellway