



GENDER PAY GAP REPORT

# Gender pay gap report 2022

This report provides details of our results as at 5 April 2022 and our key focus areas

# Our commitment

Equity, diversity and inclusion are critical for our success and for a culture in which everyone has the same opportunities to fulfil their potential, while contributing to a thriving and sustainable world.

Underpinned by our values, we know that diversity and inclusion leads to better teamwork, better ideas and better solutions for our colleagues, customers and the communities that we serve.

As part of our commitment to equity, diversity and inclusion, we remain resolute to achieving both a diverse and gender balanced team and an equitable approach to career progression, pay and reward.

This report is approved by



A handwritten signature in black ink, appearing to read 'Gillian Charlesworth'.

*Gillian Charlesworth*  
Chief Executive Officer



A handwritten signature in black ink, appearing to read 'Kirsten Lord'.

*Kirsten Lord*  
Director, People & Change

## Summary

This gender pay gap report details our results for the period April 2021 to April 2022 along with an update on our achievements and continued areas of focus.

We have made significant progress in closing our gender pay gap, with the mean gender pay gap reducing from 25% in 2018 to 8% in April 2022. The mean and median have remained very similar between 2021 and 2022, but we can see from the detailed analysis that our strategy, to seek opportunities for women to progress in their careers, is working. Our median has reduced by 1% in the last 12 months, and we can see incremental movement between the lower middle and upper middle quartiles.

We are committed to narrowing our gender pay gap and are confident that our results are moving in the right direction. We also know that there are many factors that influence each set of annual results that we produce; our overall numbers and distribution of employees, and periods where we make bonus payments are just some examples of these influencing factors.

Therefore, we remain resolute on the actions that we have in place to improve our overall gender representation whilst at the same time ensuring that we continue to support all of our colleagues as part of our overall focus on equity, diversity and inclusion.

# Introduction

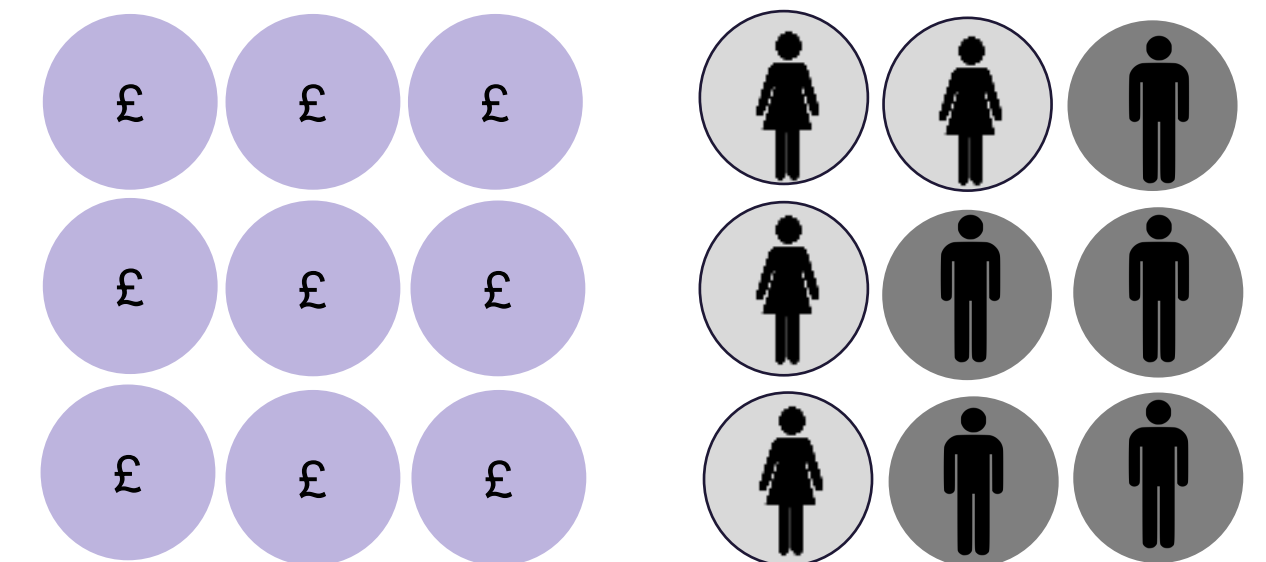
We recognise that our people are critical to achieving our purpose, contributing to a thriving and sustainable world by developing science led solutions to built environment challenges. BRE is a great place to work where people are recognised and rewarded for their contribution to our purpose.

The government introduced regulations in 2017 that require employers in the UK with more than 250 staff to report on their gender pay gap by using six calculations:

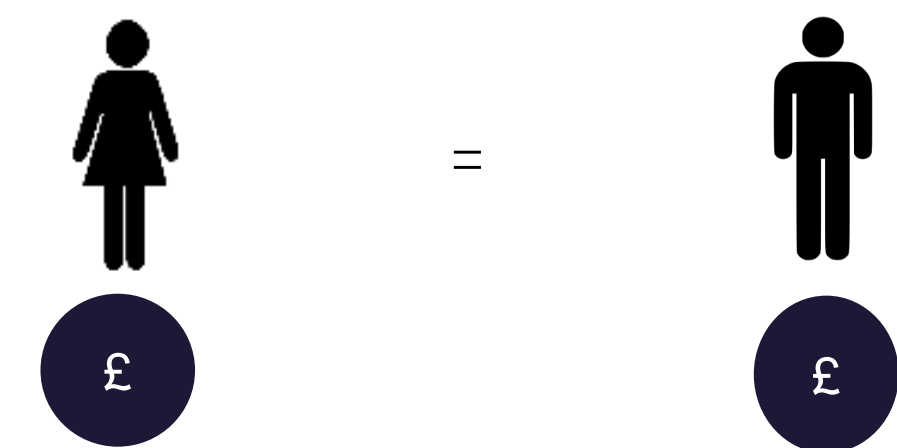
- *Mean gender pay gap (in hourly pay)*
- *Median gender pay gap (in hourly pay)*
- *Mean bonus gender pay gap*
- *Median bonus gender pay gap*
- *Proportion of men and women who receive a bonus*
- *Distribution of men and women across four pay quartiles ordered from lowest to highest pay*

This is our sixth gender pay report for the 12 month reporting period up to 5 April 2022.

## Gender pay gap is different to equal pay



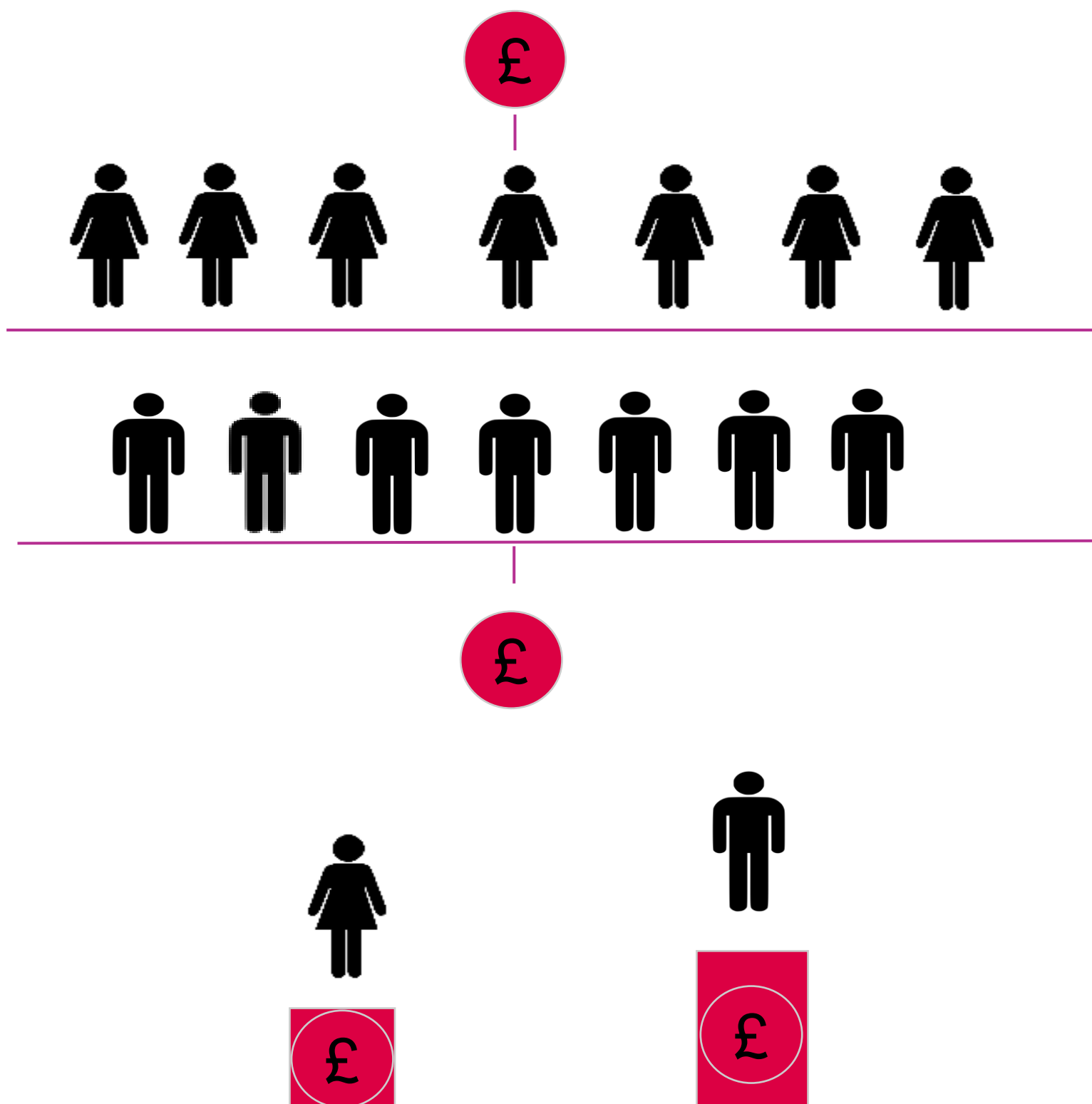
The gender pay gap shows the average difference between the earnings of women and men. It has a number of contributory factors, most of which are about the representation of women in the workplace in different industries and the jobs open to women rather than about the ways in which men and women are paid



Equal pay is about whether women and men performing the same jobs, similar jobs or work of equal value receive the same pay

# Gender pay gap: what is it and how is it calculated?

The gender pay gap is a measure that shows the difference in average earnings between men and women. It is measured using two types of averages; the median and mean gender pay gaps and will include both 'ordinary pay' (basic pay and allowances for example) and 'bonus pay' (profit sharing, productivity, performance and other bonus or incentive pay for example).



## Median gender pay gap

If we lined up all of our employees in two lines (male and female) in order from the lowest paid to the highest paid, the median gender pay gap compares the pay of the middle female in the female line with the middle male in the male line. The median gender pay gap can be more representative than the mean pay gap because it is less affected by a handful of considerably higher (or lower) salaries.

## Mean gender pay gap

A mean gender pay gap is calculated by adding up the salaries of all females in the company and calculating their average salary and then comparing this to the same for men. The mean gap can be a better measure of the labour market disadvantage for women as it will be influenced by fewer women in high paying roles.

## Our results – mean and median gender pay gap

MEAN (average) gender pay gap

8%  
(7% in 2021)

MEDIAN (midpoint) gender pay gap

9%  
(10% in 2021)

### Gender pay gap in hourly pay (5 April, 2022)

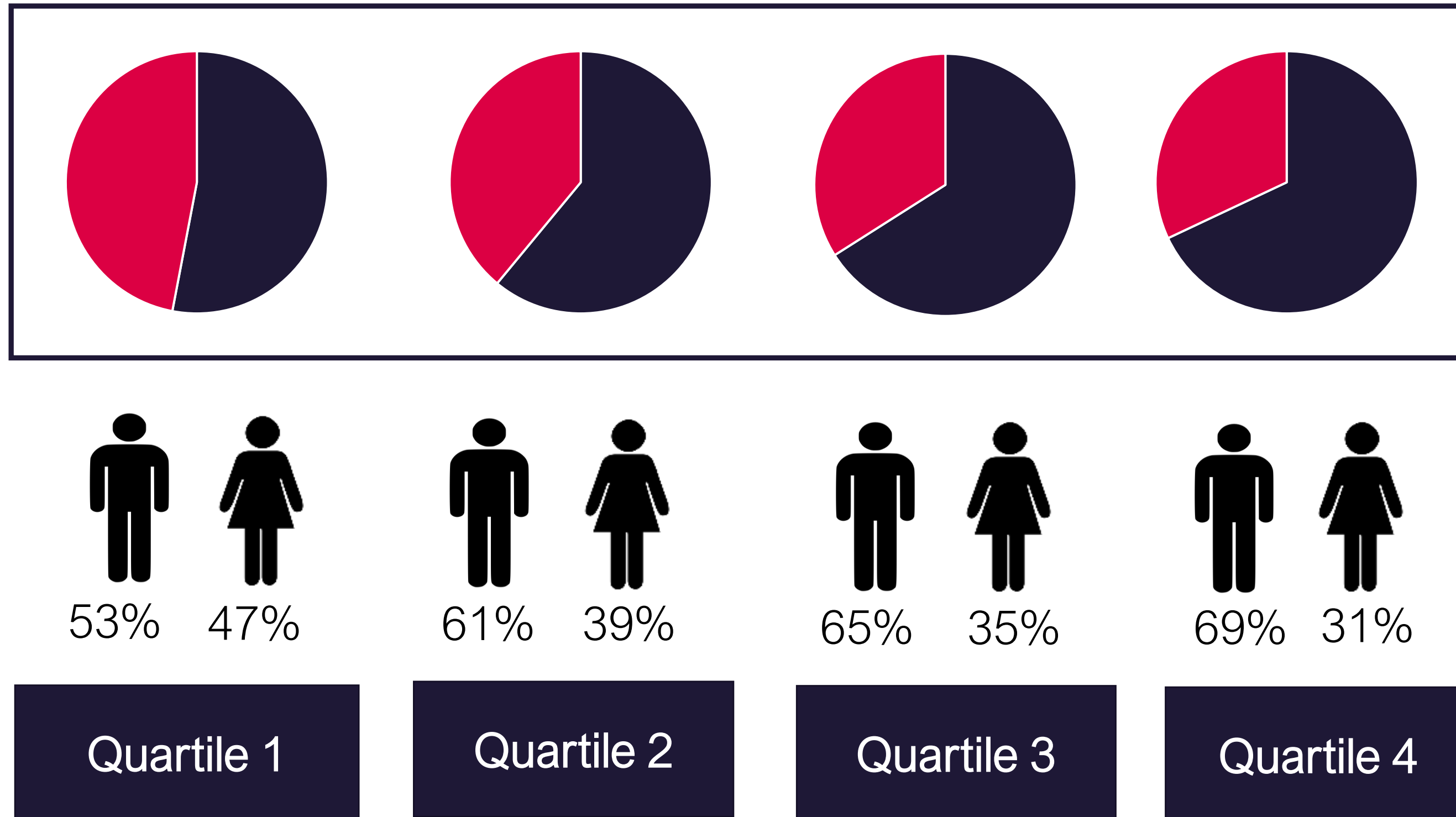
These figures show the difference between the mean (average) and median (midpoint) hourly pay of all male and female employees, regardless of their role, expressed as a % of male employees pay.

### *We still have a gender pay gap because:*

- Our organisation is made up of 62% men and 38% women
- We have a larger proportion of males in upper pay quartiles where salaries are higher.
- Given the nature of our business, we employ people with qualifications in science, technology, engineering and mathematics (STEM) related fields. National demand for these skills is high but the number of women studying and working in STEM remains low and therefore this affects the gender diversity of available applicants for roles at BRE.

# Our results – distribution of employees across pay quartiles

Distribution of employees across pay quartiles (at 5 April, 2022)



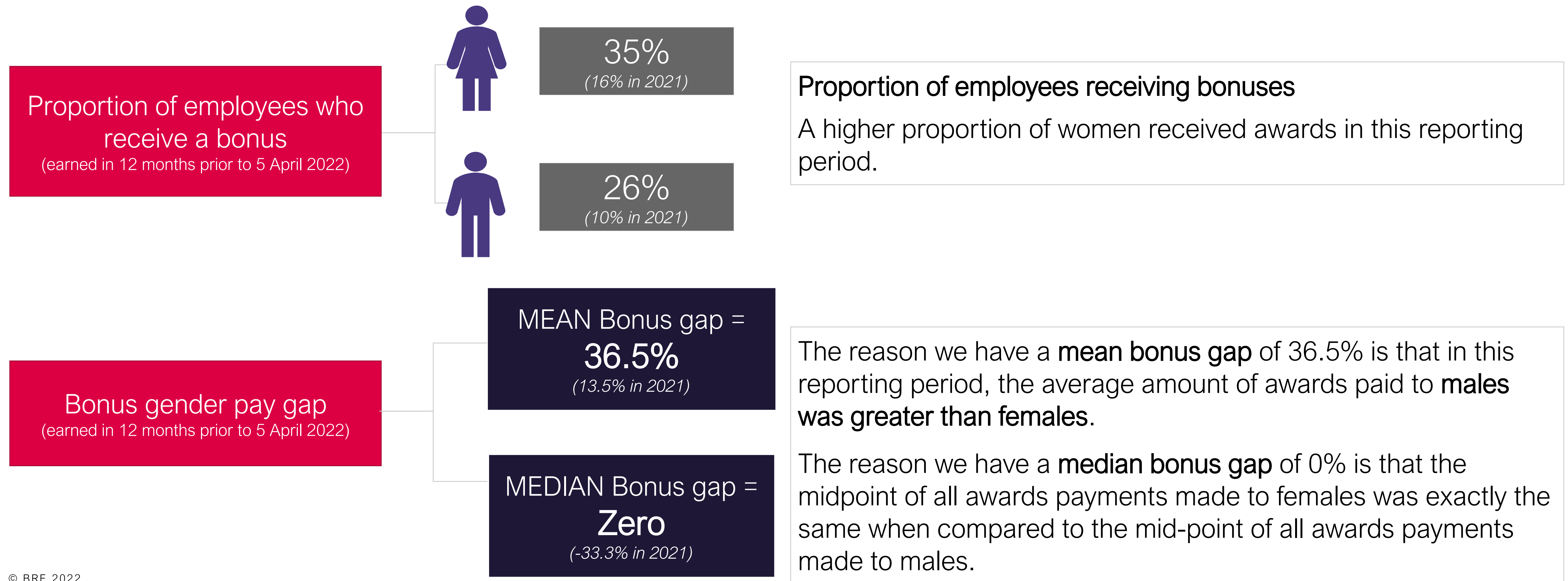
This shows our gender distribution across **four pay quartiles**. The pay quartiles are created by dividing our employees into four equally sized groups in order of their hourly pay rate, ordered from quartile 1 through to quartile 4 (quartile 4 representing the top 25% of hourly pay rates for example).

Hourly pay calculations include base pay, allowances and any profit sharing, productivity, performance or other bonus pay and commission payments received in the reporting period (April 2022).

Our gender distribution when compared to April 2021, shows an increase in the proportion of women in the upper 2 quartiles.

# Our results – mean and median bonus gap

To calculate the **bonus gender pay gap**, we include the following awards: *performance related bonuses, sales commission payments, long service awards, vouchers and staff awards.*





## Progress against actions

What we said we would do	What we've achieved
<p>Continue to build the BRE brand and our employment proposition to attract more female candidates for roles</p>	<p>The gender split of applicants since monitoring began, in January 2023, is 54% male, 41% female, 5% prefer not to say. The gender split of new joiners April 2022 to February 2023 is 53% male, 47% female.</p>
<p>Continue to be consistent and transparent regarding our salary ranges, remuneration and promotion policies and processes</p>	<p>All new roles have been advertised with salary information. We continue to benchmark our pay against the market and continually review pay to reflect skills development and/or career progression.</p> <p>The gender split of promotions April 2022 to February 2023 is 45% male, 55% female.</p>
<p>Specifically, consider the following as part of our overall commitment to achieving a diverse and gender balanced team:</p> <ul style="list-style-type: none"> <li>• Data collection and establishing baselines</li> <li>• Inclusion and employee voice</li> <li>• Policies</li> </ul>	<p>We have engaged colleagues with the key aims of equity, diversity and inclusion, such that:</p> <ul style="list-style-type: none"> <li>• Over 70% of colleagues have now uploaded their diversity data, establishing useful baselines</li> <li>• We have 4 Colleague Networks, Gender, LGBTQ+, Ethnicity, Neurodiversity</li> <li>• New menopause policy launched, new Flexi-Hybrid working category</li> </ul>

## Our future actions

Based on our progress so far, from a gender pay gap of 25% in 2018, reduced to 8% in 2022, we believe that we have an appropriate and successful strategy in place to address our gender pay gap. However, there is more to be done.

We have recently invested in software that will provide enhanced analysis on the factors which contribute to our gender pay gap and enable us to monitor our position regarding our GPG more frequently. We will be able to publish our 2023 GPG in the Spring/Summer 2023. We also intend to use this software to model future strategies, therefore we have chosen to be brief regarding next steps in this report, however our focus and commitment to the following areas remains:

- Continuing to ensure we attract candidates from a diverse talent pool
- Enhancing our development opportunities ensuring equitable access to career progression
- Expanding our employee voice and diversity training
- Reviewing our benefits offering to ensure they are attractive, diverse and meet the individual needs of our existing and future colleagues



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Thank you

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