

# Barratt Developments PLC

## Gender pay gap report 2020

Our business remains committed to becoming more diverse and inclusive. We recognise that a diverse team means a stronger, more dynamic business, is better for our customers, and makes us a more attractive employer.

A key part of achieving this is ensuring that we create an environment where people are comfortable and can thrive regardless of our differences. We want everyone in our company to feel they can be themselves, that their voices will be heard and that they belong here.

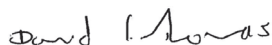
The construction industry has traditionally been made up of a majority male workforce, and our business is no different. We recognise that we won't be able to change the underrepresentation of women in our business overnight, however we are committed to identifying and addressing the reasons that may create this gender imbalance in Barratt.

While our gender pay gap is smaller than the current average for UK businesses, we are committed to further action and delivering against our Diversity and Inclusion Strategic Plan. While our plan is constantly evolving, we have once again seen progress in a number of key areas across the year. We have seen a year on year increase in the number of women on our succession plan together with the second intake of our career development programme for high potential female employees. We have put in place improved policies to support colleagues such as carers and those undergoing fertility treatment. We have carried out a range of activities through 'Under one Roof', our gender equality employee network. All have helped make our female employees become more engaged as measured by our Annual Employee Engagement Survey.

We will continue to work hard to close our gender pay gap and ensure that we build a diverse, inclusive and attractive working environment.

### Declaration:

**I confirm that the information and data provided in this report is accurate and in line with the UK Government's Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.**



**David Thomas**

Chief Executive, Barratt Developments PLC

---

## What is the gender pay gap?

The gender pay gap is the difference in the average pay and bonuses between men and women across our business.

The gender pay gap is not about equal pay. Equal pay is ensuring that men and women doing work of equal value are paid equally. We recognise the importance of equal pay for equal work at Barratt and we regularly carry out in-depth analyses of our pay and policies as a result.

The mean pay gap is the difference in the average hourly pay for women compared to men and the median pay gap represents the difference in hourly pay between the middle point of the female population of our business and the middle point of the male population of our business. A positive percentage indicates the extent to which women earn, on average, less per hour and a negative percentage indicates how much women earn, on average, more per hour than men. The calculation includes all elements of pay as defined in the regulations.

The same figures are recorded for bonus pay – the gender bonus gap – and for the proportion of male and female employees receiving a bonus.

**‘We are pleased with the continued progress we are making to fully embrace diversity and inclusion throughout the business. Our people are key to our success and the improvements we’ve seen in the past year to enhance our Group policies, creating a more supportive and safe working environment through education and promoting gender equality with our employee-led network are all key to creating an open and honest culture.’**

**Rob Tansey, Group HR Director**

Learn more at [www.barrattdevelopments.co.uk](http://www.barrattdevelopments.co.uk)

## Our gender pay figures

The following data relates to all 6,668 Barratt employees at the snapshot date of 5 April 2020, for the pay gap, and in the 12 months prior to that date for the bonus gap. On this date our workforce was 70% men and 30% women.

### Barratt Developments UK

Barratt Developments UK 2020			2019	
	Mean	Median	Mean	Median
Gender pay gap	6.5%	0.2%	7.4%	3.2%
Gender bonus gap	33.4%	-1.4%	29.5%	3.8%

Proportion of employees receiving a bonus	2020		2019	
	Male	Female	Male	Female
	78.0%	90.2%	76.0%	88.3%

Proportion of employees in each pay quartile 2020			2019	
Pay quartiles	Men	Women	Men	Women
Quartile 1 – Upper	72.4%	27.6%	70.4%	29.6%
Quartile 2 – Upper middle	68.6%	31.4%	69.9%	30.1%
Quartile 3 – Lower middle	70.0%	30.0%	73.3%	26.7%
Quartile 4 – Lower	70.8%	29.2%	63.9%	36.1%

The data above reflects the gender pay gap amongst 100% of our employees. As the current gender pay gap legislation requires all entities with more than 250 employees to report their data, we are also required to publish data for the two separate employment entities that sit within the Barratt Group - BDW Trading and Barratt Developments PLC. This data is included in the appendix, however that data only reflects the gender pay gap amongst 91% and 6% of Barratt's UK employees respectively. The remaining 3% of our workforce is not covered by the legislation but we have included this in the data above in order to reflect pay across 100% of our workforce.

---

## What does our gender pay gap mean?

Across UK businesses the mean gender pay gap in 2019 was 14.1% and at the time of writing in 2020 is running at 12.7%. Our mean gender pay gap for 2020 is 6.5%.

The majority of senior roles within the upper quartile are held by men, however their effect on the gender pay gap is reduced because male employees on our sites make up some of the most junior employees within the lower quartile. As we look to improve the representation of women in management roles across the business, we are pleased to have achieved another increase (2.2%) of women in our middle management positions and above in the past 12 months.

Our mean pay gap at 6.5% and our median pay gap at 0.2% are relatively low compared to the gender pay gap across the UK. This has decreased in the year due to an increase in the number of male employees in the lower pay quartile.

Our mean bonus gap has increased slightly to 33.4%, and still reflects the fact we have a higher proportion of men in more senior roles, where bonus payments make up a larger part of remuneration. In addition there has been an increase in cashed share awards in the period, with the majority of these (88%) relating to males.

The median bonus gap has decreased to -1.4% in 2020, mainly because the bonus and commission paid to sales teams in the relevant 12 month period was greater than the previous 12 months. This group is predominantly female and make up a high proportion of our female population. Of our traditional sales roles earning commission, there was a like for like 7.5% increase in bonus and commission payments between April 2019 and April 2020.

## Taking action: The year in review

Over the last 12 months we have made good progress in delivering our Diversity and Inclusion Strategic Plan. Our aim is to increase the proportion of women across all levels of our business but a key focus is building greater gender diversity within senior leadership roles, and we have seen an increase in both.

**Women in leadership:** We remain committed to the FTSE 100 30% Club target of beyond 30% representation of women on our board - 38% of our board members are women. As noted above, we continue to see an increase in women in management positions and we have a number of initiatives to increase this further.

**Career development:** Our career development programme, Catalyst, for high potential women within the business entered its second year. This year's cohort has double the number of delegates than in the previous year, with more than 60 colleagues attending the annual launch event in January 2020. Although the activity planned for March was postponed due to coronavirus, this has now been rescheduled to take place in October when we are planning a virtual Catalyst event with online content and coaching across a week.

**Reciprocal mentoring:** Over the past year, as part of our development programmes for employees, we have matched more than 60 women on our reciprocal mentoring scheme. The programme, which identifies colleagues for future leadership, gives individuals the opportunity to discuss their career development with senior management while also providing our existing management an insight into what happens at other levels of the business, helping to drive change throughout Barratt.

---

**Employee-led network:** Our gender equality network, Under One Roof, has been established for almost a year now. The committee have organised webinars and other activities to raise awareness of gender equality and the members regularly write blogs that are shared on our intranet. Their activities and insights help to highlight some of the challenges and barriers women face to receive equality and the role that everyone can play in achieving this.

**Succession planning and future talent:** We now have an increased number of women on our succession plan, with the figure increasing from 15% in 2016 to 21% in 2019. We have also improved the gender balance within our graduate intake, increasing from 31% in 2019 to 55% in 2020.

**Best practice:** We continue to work hard to ensure that our Group policies support all of our employees through different stages in their lives. In the past year, we have introduced paid carers leave, paid Armed Forces reservist leave and paid support for those undergoing assisted fertility treatments.

To help further embed diversity and inclusion within the business, Dignity and Respect Toolbox Talks have been delivered across all of our sites. We continue to provide training for all employees and have seen 905 completions of our Diversity and Inclusion eLearning module in the 12 month period. Following the roll out of our Building without Barriers middle manager training last year, which helps our management population identify unconscious bias, as well as helping them understand how to create a supportive and safe working environment, we continue to deliver this to new leaders within our business.

In our **Annual Employee Engagement Survey**, our female colleagues are becoming more engaged with the business overall with improvements year on year, and our female colleagues are now more engaged overall than their male counterparts.

## Appendix

### Our two employing entities

While we provide the total figures for our entire business as set out on page 3, we are required to provide a breakdown for any separate employing entities within our business which employ more than 250 people.

Our two employing entities are BDW Trading Ltd which consisted of 6,093 employees across the UK and Barratt Developments PLC which consisted of 367 employees, at the snapshot on 5 April 2020.

BDW Trading Ltd covers 91% of our workforce. There has been a small increase in our mean and median gender pay gap in the year. The mean pay gap has increased in the year because of a reduction in bonuses and commissions paid out in the month of April 2020 compared to 2019, with the majority of these payments usually being paid to our sales teams, which are predominantly female. This was as a result of the business interruption caused by COVID-19.

Our mean and median bonus gap in BDW Trading Ltd has decreased in the year.

Barratt Developments PLC covers 5.5% of our workforce and consists of our head office and the Group Executive Directors. As the pay quartile figures show, the proportion of men in upper and upper middle quartiles is higher than the proportion of women, which is reflected in the pay and bonus gaps in this employing entity. Although the number of women in the upper middle quartile has increased in the year, there is still more work to do to increase the number of women in the upper quartiles of our businesses.

## BDW Trading Ltd

BDW Trading Ltd 2020			2019	
	Mean	Median	Mean	Median
Gender pay gap	4.5%	0.8%	3.3%	0.4%
Gender bonus gap	9.0%	-6.1%	11.7%	-4.0%

Proportion of employees receiving a bonus	2020		2019	
	Male	Female	Male	Female
	77.1%	90.4%	75.0%	88.7%

BDW Trading Ltd 2020			2019	
Pay quartiles	Men	Women	Men	Women
Quartile 1 – Upper	72.4%	27.6%	69.9%	30.1%
Quartile 2 – Upper middle	69.0%	31.0%	70.3%	29.7%
Quartile 3 – Lower middle	71.0%	29.0%	74.8%	25.2%
Quartile 4 – Lower	69.3%	30.7%	65.1%	34.9%

## Barratt Developments PLC

Barratt Developments PLC 2020			2019	
	Mean	Median	Mean	Median
Gender pay gap	43.7%	27.4%	45.5%	34.2%
Gender bonus gap	86.1%	51.7%	79.3%	51.6%

Proportion of employees receiving a bonus	2020		2019	
	Male	Female	Male	Female
	93.8%	88.7%	93.1%	83.6%

Barratt Developments PLC 2020			2019	
Pay quartiles	Men	Women	Men	Women
Quartile 1 – Upper	75.3%	24.7%	74.7%	25.3%
Quartile 2 – Upper middle	65.6%	34.4%	71.3%	28.7%
Quartile 3 – Lower middle	57.8%	42.2%	50.6%	49.4%
Quartile 4 – Lower	33.3%	66.7%	35.6%	64.4%