



BARRATT
DEVELOPMENTS PLC

Barratt Developments PLC

Gender pay gap report 2021

One of our key commitments as a business is to become more diverse and inclusive to ensure that our people are comfortable to be themselves at Barratt, and that they can thrive regardless of our differences.

We also recognise that a diverse team means a stronger, more dynamic business, is better for our customers, and makes us a more attractive employer, and we will continue to make our business more open and inclusive.

Traditionally the construction industry has consisted of a majority male workforce, and our business is no different. While we recognise that we won't be able to change the underrepresentation of women in our business in the short term, we are committed to identifying and addressing the reasons behind this gender imbalance in Barratt and the wider industry.

Although our gender pay gap is smaller than the current average for UK businesses, we remain committed to further action and delivering against our Diversity and Inclusion Strategic Plan. Due to the impact of COVID-19, we have redefined our plan to ensure that a range of measures and initiatives are in place to support our teams across the company. As well as reviewing our flexible working policies as many employees moved to remote working, and then introducing hybrid working, we have also launched new employee networks to help keep colleagues connected and to give them the opportunity to discuss a range of topics with others throughout the business. We have once again seen an increase in the number of women on our succession plan and have launched the third year of our career development programme for high potential female employees.

As a business, we will continue to work hard to close our gender pay gap and ensure that we build an open and inclusive 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

November 2021



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 to ensure we are delivering equal pay.

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 we also record the percentage of male and female employees receiving a bonus.

“Diversity and inclusion is a key priority for Barratt, and we value everyone for who they are and the unique contribution they bring to customers, other colleagues and the communities we create. Our people are at the heart of our business, and it’s important that we ensure everyone who works here feels like they belong and are comfortable to be themselves. We continue to enhance our Group policies, and in the past year our employee networks have become an important way for us to create a more open and inclusive business.”

Nick Worrall, Group HR Director

November 2021

Learn more at www.barrattdevelopments.co.uk

Our gender pay figures

The following data relates to all 6,346 Barratt Developments' employees at the snapshot date of 5 April 2021 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 2021			2020	
	Mean	Median	Mean	Median
Gender pay gap	6.2%	-0.4%	6.5%	0.2%
Gender bonus gap	2.8%	-14.9%	33.4%	-1.4%

Proportion of employees receiving a bonus	2021		2020	
	Male	Female	Male	Female
	87.3%	96.4%	78.0%	90.2%

Proportion of employees in each pay quartile 2021			2020	
Pay quartiles	Men	Women	Men	Women
Quartile 1 – Upper	70.6%	29.4%	72.4%	27.6%
Quartile 2 – Upper middle	68.7%	31.3%	68.6%	31.4%
Quartile 3 – Lower middle	74.0%	26.0%	70.0%	30.0%
Quartile 4 – Lower	65.9%	34.1%	70.8%	29.2%

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 it only reflects the gender pay gap amongst 91% and 5.7% of Barratt's UK employees respectively. The remaining 3.3% 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 2020 was 14.1% and at the time of writing in 2021 is running at 13.5%. Our mean gender pay gap for 2021 is 6.2%.

While the majority of senior roles within the upper quartile at Barratt are held by men, 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. We continue to look at improving the representation of women in management roles across the business, and are pleased to have achieved another increase in the past 12 months, with women in 26% of our middle management positions.

Our mean pay gap at 6.2% and our median pay gap at -0.4% are relatively low compared to the gender pay gap across the UK. This has decreased in the year, largely due to an increase in commission and bonuses paid out to our predominately female sales teams in the snapshot period.

Our mean bonus gap has decreased significantly to 2.8%, from 33.4% last year, with our median gender bonus gap falling further in the year from -1.4% to -14.9%. One reason for the decrease in both the mean and median bonus gaps is due to the impact and uncertainty caused by COVID-19; we took the decision to cancel our annual bonus payment for employees in the financial year to the snapshot date. Although colleagues received a half year bonus during the period, the total amount paid in the year was significantly reduced in the 12 month period. Another factor in the decrease was the vesting of a share award offered to all employees in 2018.

Taking action: The year in review

Over the past year, we have adapted and redefined our Diversity and Inclusion Strategic Plan to reflect the challenges from COVID-19. This included a review of our flexible and agile working policies, and we have now committed to a hybrid working approach to allow employees to divide their time between the office, home and site, giving them greater flexibility. We also had to move quickly to ensure that colleagues were supported during lockdown, with the introduction of new employee networks in order to keep people connected. We are planning a full review of our strategic plan and actions in 2022.

We remain committed to increasing the proportion of women across all levels of our business but a key focus is building greater gender diversity within senior leadership roles. We are pleased to have seen an increase in the proportion of women in leadership roles.

Women in leadership: We remain committed to the FTSE 100 30% Club target of beyond 30% representation of women on our board with 45% of our board members 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 for high potential women within the business, Catalyst, completed its second year in 2020. With more than double the number of participants than in the previous year the format of the programme had to adapt due to COVID-19. Our key event, a virtual festival, focused on topics including resilience and personal brand, and with the shift to more online content, we've also been able to offer coaching sessions. Our 2021 programme started in September having moved to a more open and transparent self-nomination application process. Alongside Catalyst, we have a reciprocal mentoring programme and all Catalyst delegates are offered the opportunity to take part.

Training: As part of our induction process, it is mandatory for all employees to complete online diversity and inclusion training. This helps our colleagues to understand what diversity and inclusion is, what it means and why it is so important to our business, as well as giving some scenarios and case studies to help them understand the impact of it on other people. There is an additional section for line managers to complete, with questions around leadership approach. The total number of active employees that have completed the module is 4,156.

Employee-led networks: We have continued to grow our gender equality network, Under One Roof. The network is open for anyone to join and with the use of Microsoft Teams across the business, we are now able to better connect colleagues who wish to join. We have also recently launched a LGBT+ network and during the first lockdown we launched our network for parents and guardians, Parent Connect, as well as Barratt Connect, a group for anyone who felt isolated in any way or may be missing the social interaction of work. Our networks give colleagues the opportunity to discuss topics and issues that are important to them, helping to raise awareness of them in the business and make Barratt more open and inclusive.

Succession planning and future talent: We have increased the number of women on our succession plan, with the figure increasing from 14% in 2016 to 23% in 2020. We also continue to have a gender balance within our graduate intake, with 53% of our 2021 cohort female.

Appendix

Our two employing entities

While we provide the total figures for our entire business as set out on page 2, 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 5,757 employees across the UK and Barratt Developments PLC which consisted of 362 employees, at the snapshot on 5 April 2021.

BDW Trading Ltd covers 91% of our workforce. There has been a small decrease in our mean and median gender pay gap in the year. The mean bonus gap has decreased substantially from 9.0% last year to -35.8% this year, with the median bonus gap increasing to 0.7%.

Barratt Developments PLC covers 5.7% 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 pay quartile has increased in the year, there is still more work to do to increase the number of women across the upper quartiles of our businesses.

BDW Trading Ltd

BDW Trading Ltd 2021			2020	
	Mean	Median	Mean	Median
Gender pay gap	4.1%	0.1%	4.5%	0.8%
Gender bonus gap	-35.8%	0.7%	9.0%	-6.1%

Proportion of employees receiving a bonus	2021		2020	
	Male	Female	Male	Female
	88.1%	96.7%	77.1%	90.4%

BDW Trading Ltd 2021			2020	
Pay quartiles	Men	Women	Men	Women
Quartile 1 – Upper	70.2%	29.8%	72.4%	27.6%
Quartile 2 – Upper middle	69.6%	30.4%	69.0%	31.0%
Quartile 3 – Lower middle	74.8%	25.2%	71.0%	29.0%
Quartile 4 – Lower	64.8%	35.2%	69.3%	30.7%

Barratt Developments PLC

Barratt Developments PLC 2021			2020	
	Mean	Median	Mean	Median
Gender pay gap	43.3%	27.3%	43.7%	27.4%
Gender bonus gap	78.1%	36.5%	86.1%	51.7%

Proportion of employees receiving a bonus	2021		2020	
	Male	Female	Male	Female
	93.6%	95.6%	93.8%	88.7%

Barratt Developments PLC 2021			2020	
Pay quartiles	Men	Women	Men	Women
Quartile 1 – Upper	77.3%	22.7%	75.3%	24.7%
Quartile 2 – Upper middle	60.7%	39.3%	65.6%	34.4%
Quartile 3 – Lower middle	56.2%	43.8%	57.8%	42.2%
Quartile 4 – Lower	36.4%	63.6%	33.3%	66.7%