



**BARRATT**  
DEVELOPMENTS PLC  
BUILDING EXCELLENCE  
SINCE 1958

# Barratt Developments PLC

## Gender Pay Report 2019

At Barratt we are committed to becoming a more diverse and inclusive company.

We know that a diverse team creates a stronger, more dynamic business, makes us a more attractive employer, and is better for our customers. We want to create an environment where everyone feels like they belong, can be themselves and know their voice will be heard.

Our industry has traditionally been represented by a majority male workforce, with our workforce 69% male. While we won't be able to change the underrepresentation of women in our business overnight, we are committed to identifying and addressing the reasons that may create this gender imbalance in our workplace.

Although our gender pay gap is smaller than the current average for UK business, we are committed to further action and delivering our Diversity and Inclusion Strategy and Action plan. We have continued to see progress in a number of areas this year, including career development programmes for high potential female employees, alongside focused recruitment campaigns and the launch of our first employee network focused on promoting gender equality within the business.

We will continue with our ongoing commitment to build a diverse and inclusive working environment, and to work hard to close our gender pay gap.

### 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

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## 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. Twice each year we carry out thorough reviews of our pay and pay policies to ensure equal pay for equal work across the business.

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 success of our career development programme for women, Catalyst, and the reciprocal mentoring opportunities it has created for many of our male business leaders. Our targeted recruitment and attraction campaign has helped to position Barratt as an employer of choice for female professionals, and we look forward to seeing growing numbers of women in management positions.’**

**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 6343 Barratt employees at the snapshot date of 5 April 2019, for the pay gap, and in the 12 months prior to that date for the bonus gap. On this date our workforce was 69% men and 31% women, which is the same as last year.

### Barratt Developments UK

Barratt Developments UK 2019			2018	
	Mean	Median	Mean	Median
Gender Pay Gap	7.4%	3.2%	6.0%	3.5%
Gender Bonus Gap	29.5%	3.8%	42.6%	-15.3%

Proportion of Employees Receiving a Bonus	2019		2018	
	Male	Female	Male	Female
	76.0%	88.3%	73.5%	84.9%

Proportion of employees in each pay quartile 2019			2018	
Pay Quartile	Men	Women	Men	Women
Quartile 1 – Upper	70.4%	29.6%	69.5%	30.5%
Quartile 2 – Upper middle	69.9%	30.1%	69.6%	30.4%
Quartile 3 – Lower middle	73.3%	26.7%	71.4%	28.6%
Quartile 4 – Lower	63.9%	36.1%	64.7%	35.3%

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.

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## What does our gender pay gap mean?

**Across UK businesses the mean gender pay gap in 2018 was 14.1% and at the time of writing in 2019 is running at 12.6%. Our mean gender pay gap for 2019 is 7.4%.**

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. We are pleased to have achieved a 21.1% increase in women in management positions over the last two years, predominately represented in the upper middle quartile of our pay quartiles.

Our mean pay gap at 7.4% and our median pay gap at 3.2% are low compared to the gender pay gap across the UK. The increase to our mean gender pay gap reflects an increase in pay for our weekly paid employees who are predominately men, and a year on year reduction in commission and sales bonus for our predominantly female sales teams over the snapshot date.

Our mean bonus gap has reduced to 29.5%, but 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.

The median bonus gap has gone from a negative bonus gap in 2018 to 3.8% in 2019, following some changes we made to the bonus schemes for our site based build teams aimed at retaining and attracting key skill areas. This has seen our site based teams, which are predominately male, receiving a higher bonus than in previous years which has balanced out the pay structures we already have in place for our sales team (which has a higher proportion of female employees) which included a significant bonus percentage.

## 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.

**Women in leadership** - We remain committed to the FTSE 100 30% Club target of a minimum of 30% women on our board - 37.5% of our board members are women - and we sit 29th in the Hampton-Alexander Review of FTSE 100 Women on Boards in Leadership.

**Career development** - We ran the first year of our three-part career development programme, called Catalyst, for high potential women within the business, including a reciprocal mentoring scheme. The final event welcomed a keynote speaker from the London Business Forum and was also attended by our Chairman, John Allan and Chief Executive, David Thomas. We are launching the second year of this programme, with a new group of women who have been nominated for the scheme. We will also hold an event for those who took part in the first year of the programme for them to reconnect and assess their progress. We also held a separate one day workshop to support our future female leaders with their ongoing career development which was attended by Jessica White, Chief Financial Officer and included a mix of key note speeches, facilitated discussions and opportunities for delegates to reflect on next steps in their career and their development plans.

**Mentoring** - Over the past year, as part of our development programmes for employees, we have matched 32 women on our reciprocal mentoring scheme. This not only gives these colleagues identified for future leadership an opportunity to discuss their career development with senior management but also gives our existing management an insight into what happens at other levels of the business, helping to drive change through the business.

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**Employee-led network** - Our first employee network is focused on promoting gender equality within the business. The network aims to drive initiatives that will help to ensure gender equality across the board.

**Best practice** - Over the last two years we have improved our maternity, paternity and flexible working policies and are looking at making further enhancements to these policies. To help further embed diversity and inclusion within the business, Dignity and Respect Toolbox Talks have been trialled on site with positive feedback, and these will now be rolled out across all of our sites.

## 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 5971 employees across the UK and Barratt Developments PLC which consisted of 355 employees, at the snapshot on 5 April 2019.

BDW Trading covers 94% of our workforce. The median gender pay gap reflects the fact employees in the lower quartile of this entity - construction site workers - are predominantly male. Our mean bonus gap reflects the fact that within BDW Trading we have a higher proportion of men in more senior roles, where bonus payments make up a larger part of remuneration.

Barratt Developments PLC covers 6% of our workforce and consists of our head office and the Group Executive Directors. As the pay quartile figures show, the upper and upper middle quartiles are more than 70% male, which is reflected in the pay and bonus gaps in this employing entity. We have work to do to increase the number of women in the upper quartiles of our businesses.

## BDW Trading Ltd

BDW Trading Ltd 2019			2018	
	Mean	Median	Mean	Median
Gender Pay Gap	3.3%	0.4%	1.7%	0.2%
Gender Bonus Gap	11.7%	-4.0%	12.1%	-28.1%

Proportion of Employees Receiving a Bonus 2019			2018	
	Male	Female	Male	Female
	75.0%	88.7%	74.8%	87.4%

BDW Trading Ltd 2019			2018	
Pay Quartile	Men	Women	Men	Women
Quartile 1 – Upper	69.9%	30.1%	68.5%	31.5%
Quartile 2 – Upper middle	70.3%	29.7%	70.3%	29.7%
Quartile 3 – Lower middle	74.8%	25.2%	72.9%	27.1%
Quartile 4 – Lower	65.1%	34.9%	65.7%	34.3%

## Barratt Developments PLC

Barratt Developments PLC 2019			2018	
	Mean	Median	Mean	Median
Gender Pay Gap	45.5%	34.2%	44.2%	30.7%
Gender Bonus Gap	79.3%	51.6%	91.4%	49.9%

Proportion of Employees Receiving a Bonus	2019		2018	
	Male	Female	Male	Female
	93.1%	83.6%	83.8%	80.4%

Barratt Developments PLC 2019			2018	
Pay Quartile	Men	Women	Men	Women
Quartile 1 – Upper	74.7%	25.3%	72.4%	27.6%
Quartile 2 – Upper middle	71.3%	28.7%	71.8%	28.2%
Quartile 3 – Lower middle	50.6%	49.4%	55.5%	44.5%
Quartile 4 – Lower	35.6%	64.4%	37.0%	63.0%