



# Gender and Ethnicity Pay Gap Report 2025

Sheldon Cooper, Ravinder Dusanj and Jessica Richardson

# Introduction

## Welcome to the Barratt Redrow Gender and Ethnicity Pay Gap Report 2025

This report sets out the mean and median total pay and bonus pay for men and women in the business and aims to explain some of the underlying drivers behind any difference, and how the gap has changed since last year.

We also voluntarily publish our ethnicity pay gap as we believe this exercise helps drive us to become a more inclusive employer.

While the pay gaps themselves can be a blunt tool, the process of measuring them and understanding the reasons for them is important for identifying areas where the business could improve its fairness and equity.

At Barratt Redrow, as with the wider construction sector, our gender pay gaps are typically lower than the national average, due to high representation of men in our lower paid construction roles.

Our focus is to address the underlying causes for our pay gaps and encourage more women and colleagues from ethnic minority backgrounds to choose careers in housebuilding and progress to senior levels in our business. We want to do this not just because it is the right thing to do, but because it is good for our business - construction is suffering from a long-term skills shortage that can be addressed by targeting non-traditional talent pools.

This year, with the operational integration of Redrow complete, our gender pay gap report covers the whole Barratt Redrow Group as a single organisation. We are composed of a number of employing entities; any legal entity with a headcount of more than 250 employees on the snapshot date of 5 April 2025 must each submit a separate gender pay gap report which includes BDW Trading Ltd, Barratt Redrow plc and Redrow Homes Ltd, and the results have been published on the gov.uk website.

**In April 2025, the overall Group mean gender pay gap was 5.0% and our median gap was 4.9%, both lower than the average UK-wide figures of 13.4% and 12.8% respectively<sup>1</sup>, and an improvement on Barratt's figures from last year.**

**Our mean ethnicity pay gap was 11.9% and our median pay gap was 11.3% - both increases on last year.**

The integration of Redrow has given us opportunities to learn from each other to increase the inclusivity of our business and we remain committed to creating an inclusive workplace that treats everyone fairly and where all our colleagues can feel valued and supported.

**Sally Austin**  
Group HR Director



<sup>1</sup>Gender pay gap - Office for National Statistics, Table 1.12 Gender pay gap (%) - For all employee jobs

# Strategy overview: Building an inclusive team

We aim to create a workplace where everyone feels valued and supported. There are two key components to this.

## Diversity

By ensuring our processes are equitable we can unlock the broadest pool of talent and recognise the benefits of a diverse team that avoids groupthink, challenges assumptions and reflects our customers and the communities we serve.

## Inclusion

We aim to foster a culture of belonging where every colleague feels empowered to contribute and participate. This not only enhances employee satisfaction but has been proven to drive stronger business performance. We believe that every voice matters, and we are committed to ensuring all current and prospective employees feel respected, valued, and supported.

We recognise that delivering change will take time. We have established Group-wide and regional targets, supported by a range of programmes and our Diversity and Inclusion Strategy. This strategy focuses on three key areas:



## Talent

Increasing our representation through the attraction, recruitment and development of diverse skills and experience at all levels.



## Leadership

Taking accountability for change and creating an inclusive environment where everyone can thrive.



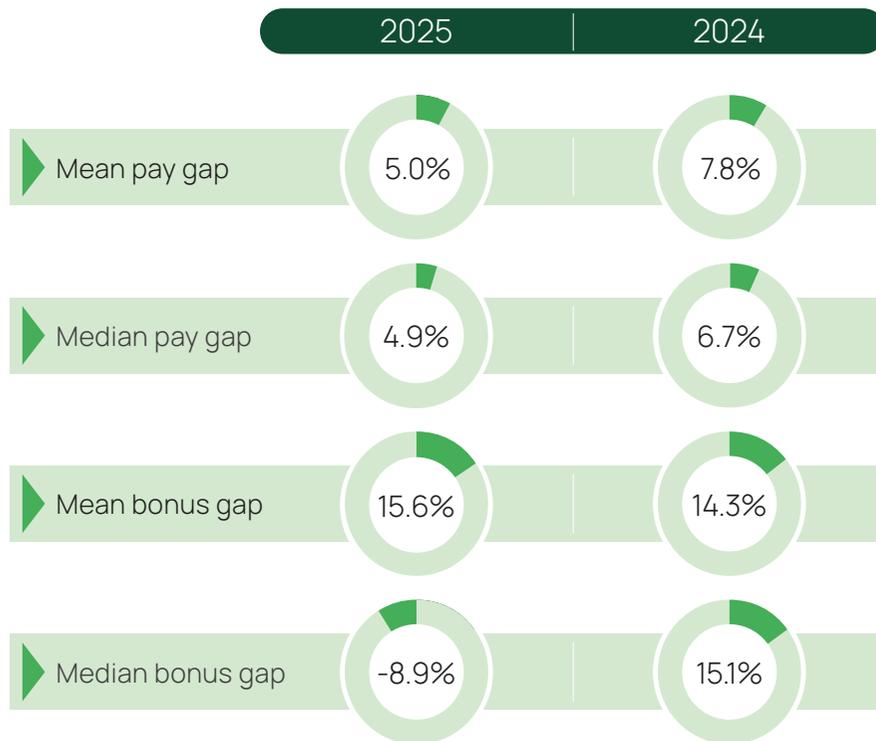
## Attitudes

Supporting our people to understand and value difference, with respect and kindness.

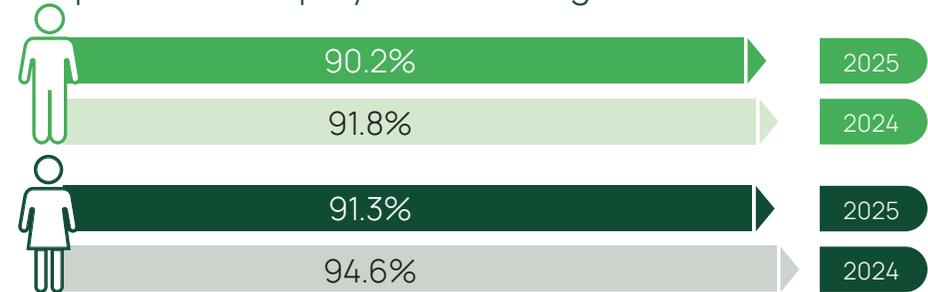
By focusing on fairness, respect, and inclusion, we are building a workplace where all colleagues can achieve their full potential and contribute to our shared success.

# Gender pay gap

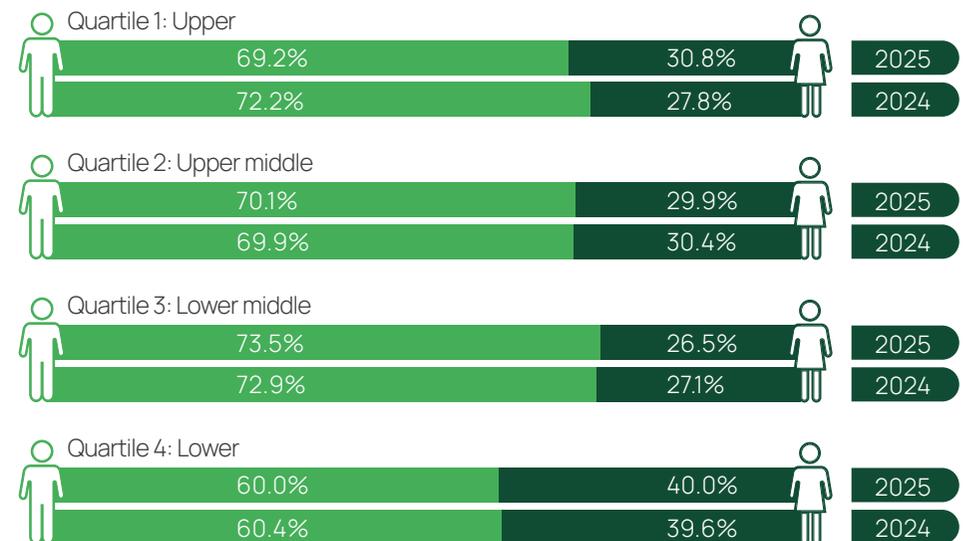
## Barratt Redrow overall Group results



## Proportion of employees receiving a bonus



## Proportion of employees in each pay quartile



# Gender pay gap explanation

Our mean gender pay gap reduced by 2.8 percentage points in the year to 5.0%, while our median gender pay gap fell by 1.8 percentage points to 4.9%.

The principal driver of these changes was that more positive trading conditions in the year meant that our sales colleagues, who are predominantly female, earned more commission than the previous year.

The mean bonus gap increased slightly by 1.3 percentage points to 15.6%. This was because of an increase in the amount paid during the year to the most senior employees, the majority of whom are male, due to them exercising their Long Term Incentive Plan (shares).

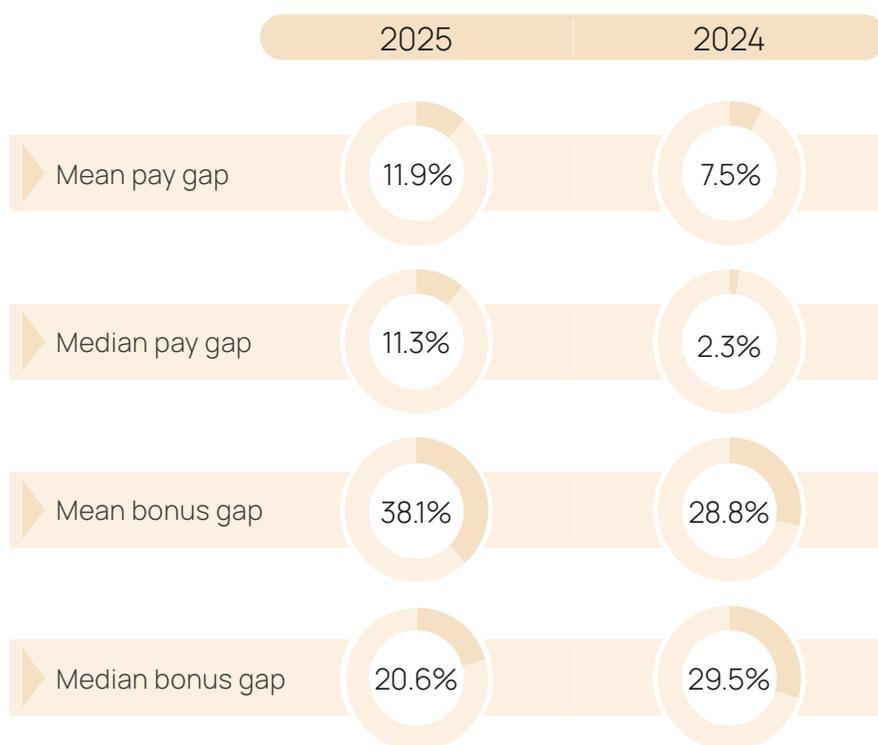
The median bonus gap decreased by 24 percentage points to -8.9%. This is due to increased bonus payments overall and the higher levels of participation in the universal annual bonus scheme by women in office-based roles relative to other schemes.



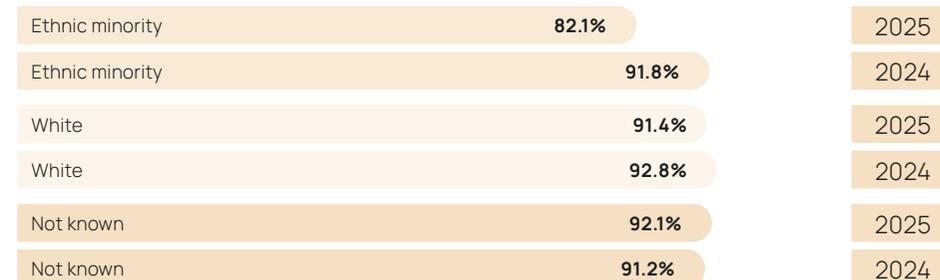
Kim Lawrence, Matt Elsegood and Fran West

# Ethnicity pay gap

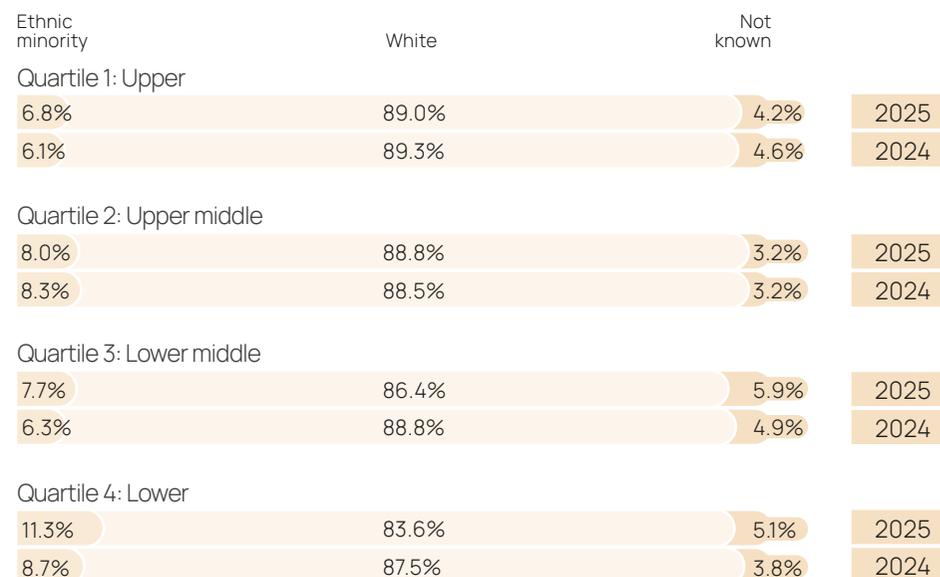
## Barratt Redrow overall Group results



## Proportion of employees receiving a bonus



## Proportion of employees in each pay quartile



# Ethnicity pay gap explanation

Our mean ethnicity pay gap increased by 4.4 percentage points to 11.9%, and our median ethnicity pay gap increased by 9.0 percentage points to 11.3%.

Meanwhile, the mean ethnicity bonus gap increased by 9.3 percentage points to 38.1%. This was driven by increased levels of representation of colleagues from ethnic minority backgrounds, (from 7.5% to 8.5% of the total employee population) into entry level roles where we had the highest number of vacancies, creating a wider talent pipeline. These roles offer salaries below the median for the Group and lower bonus schemes.

However our median bonus gap decreased by 8.9 percentage points due to an increase in representation of people from ethnic minority backgrounds among our construction teams who benefited from higher bonuses due to improved Group performance.



Matthew Higgins, Kirsty Harper and Jo Clay

# Actions

We know that it takes time and ongoing effort to embed a culture of diversity and inclusion and to create a business where people from all backgrounds feel welcome and are able to thrive and move up through the organisation.

Below are some of the actions we are taking that will help us and which, in time, will help to narrow our pay gaps.

## Integration

The integration of Redrow has given the opportunity for the businesses to learn from one another and embed the best initiatives from each.

Barratt has previously provided mandatory dignity and respect training to all divisional managers, which we have started to roll out across Redrow and our sub-contractors in 2025, with a particular focus on preventing sexual harassment within the workplace. This helps us create a workplace where women can feel welcome and valued.

As part of the integration of Redrow we have harmonised all Barratt and Redrow policies which has resulted in enhanced entitlement for family-friendly policies for Redrow, including maternity, carers' leave, adoption and shared parental leave. Our employee network groups were also opened up to Redrow colleagues and continue to see good representation.

## Leadership

**One important factor in pay gaps is a lack of diverse representation at senior levels in the business.**

All of our leaders are subject to diversity and inclusion targets to ensure a continued focus on diverse appointments at all levels, with a particular focus on leadership roles. Support is provided on how we can meet our targets, including equitable recruitment practices like ensuring balanced shortlists.

We saw some positive outcomes in this area this year, with a 1.2% increase in female representation at a senior management level including the appointment of the first woman into a role of Regional Managing Director in the operational side of our business.

## Talent pipeline

We continue to focus on ensuring support for underrepresented groups through our externally facilitated support programmes, with 82 women on Catalyst (for female employees) and 18 on Spotlight (for colleagues from ethnic minorities) in 2025, including a number of colleagues from the Redrow business who had access to the programmes for the first time. Both programmes contain reciprocal mentoring, with over 50 leaders gaining valuable insight from these relationships.

Our 2025 APSIRE graduate cohort



February 2026