



# Gender Pay Gap Report

## 2017

## Gender Pay Gap Report

BWB is a multi-award winning engineering and environmental design consultancy. We are now the Consultant of Choice for a growing portfolio of major Clients. We're exceptionally proud of the significant impact that our expertise has had in shaping the built and natural environment over the past 25 years and one of our key strategic goals in our 2015 to 2020 business plan is to become an employer of choice.

Whilst gender pay reporting is a legislative necessity, we see gender pay reporting as a positive opportunity for our people and our business for a number of reasons:

- It will help confirm to existing and prospective employees that we are committed to building a diverse and inclusive workplace, that provides equal opportunity to all employees irrespective of gender.
- It has helped us to monitor pay and career progression more closely amongst our people to ensure that all employees, irrespective of gender, are supported to reach their full potential and are appropriately recognised.
- It will help us to continue to retain our top talent, something we have made great strides forward in over recent years.
- It provides an opportunity to demonstrate to our existing and potential clients that we are a fair and ethical employer.
- We can capture our journey over the next few years in our gender pay reporting and review positive shifts in our data.

Our reporting incorporates car allowances and no workers as defined under the act.

### **Challenges**

As our gender pay reporting demonstrates, we have fewer women employed with us at present, across of a population of 263 people, as reported on 5<sup>th</sup> April 2017. This is typical of the highly technical professions that we employ which include civil and structural engineers and environmental consultants to name but a few.

Such professions, as well as others involving science, technology, engineering and maths [STEM], currently attract fewer women. This is one area we are taking positive steps to address. Attracting and retaining more women in the industry is certainly one of our biggest challenges, and below we share ways in which we are looking to tackle this.

Of the women that are employed with us, the vast majority are in non-technical roles or support roles. The support roles are generally paid at a lower rate than the mid-career level and high career level technical roles due to market influences. Our strategic objectives include working to employ above the industry average of female to male employee ratio and we are pleased to match the industry average at present.

We are a growing business with recruitment predominantly focused at entry level or mid-career posts. We have increasing numbers of technical female employees, which is a great step forward. However, since most of our recruitment is focused at entry or mid-career level, this perpetuates in the short term the gender pay gap in our business.

Our highest paid employees are those that are on the Executive Board and part of the wider leadership team. We have 25 people in our leadership team, of which 3 are female. Since a large proportion of the leadership team are male, this has inevitably affected our gender pay gap results.

We are encouraging of flexible working and we have a higher proportion of women working part-time in the business which has also affected our results.

## **Successes**

### *Reward*

We benchmark salaries on a twice a year basis, reviewing available market data on pay rates for the roles that we employ. This benchmarking exercise is managed and led by the HR team in collaboration with the company's remuneration committee and the Board.

Sources of data used to benchmark salaries includes:

- Published salary benchmarking reports from agencies and pay data organisations
- News articles
- Live adverts
- Recruitment trends

All roles are reviewed against the benchmarking in a fair and reasonable way, by way of a salary review for each employee.

The HR team have this year introduced gender pay audits to do a sense check against the salary decisions we are making and to check to ensure that no unconscious gender bias is present in our salary reviews. Each Group Director has reviewed the information and where required has addressed or made appropriate plans to address any gaps in pay. We are pleased to report that these are minimal.

All other employee benefits are applied consistently across the business, as appropriate to each career level. We offer an attractive benefits package which includes lifestyle choices and loyalty awards.

### *Recruitment*

We've improved our recruitment processes to ensure that they are more accessible to women. Last April we launched an applicant tracking system to standardise our recruitment process and ensure we measure performance in attracting diverse applicants.

We've improved candidate selection. Managers have comprehensive "interview packs," containing our bespoke competency grids and company values, to aid consistency. We've invested in recruitment & selection training for our managers to convey positive guidance and there is more in the pipeline. We also use a diverse range of attraction methods.

We always ensure that everyone has equal access to employment opportunities within BWB. Women undertake roles from Boardroom to trainee technician. 29% of our workforce is female. Over the last few years we've been developing women in to management and leadership roles successfully. Of BWB's 73 Managers, there are 25 females; two female Directors work part-time, one is on the BWB Consulting Board and two contribute to Board level discussions at monthly Board meetings.

### *Career Development*

As a business we have award winning career development opportunities which are open to all of our people. Of the 97 people who have undertaken one of our award winning Academy programmes, 25% are women. Of the 44 people who have completed our highly commended Management Insights programme 30% have been female. We are committed to developing women in to senior level roles and this, in time, will show a positive shift in our gender pay reporting,

We sponsor increasing numbers of apprentices, graduates and more experienced colleagues in higher and further education and subsequent professional qualifications. We're currently supporting 74 employees, 17 of which are female. 4 technical female colleagues became chartered in the last 12 months.

### *Engagement*

We've created a committed workforce by providing open channels of communication, and high levels of inclusion with:

- Regular engagement surveys/interviews
- Companywide consultation via BITs
- An 'innovation engine' ideas scheme
- A "Q&A with the CEO" at New Joiner Sessions
- Improved probation and appraisal reviews, facilitating quality conversations

Our employees have a voice and may comment on all areas of our people practices, including reward.

Our commitment to diversity in the industry has been demonstrated by supporting National Women in Engineering Day, increasing our STEM activity and sponsoring the Nottingham Post's Women in Construction Award. We were this year shortlisted for the Consultancy & Engineering Awards 2017 for Inclusion and Diversity.

### **Future plans**

We are committed to building a diverse and inclusive workplace, that gives equal opportunities to all employees irrespective of gender. We will continue with many of

our positive practices in this area and develop them further so that we will see shift in the coming years in our gender pay gap. Our actions will include:

- Design and implementation of a Diversity and Inclusion strategy.
- Our recruitment strategy will continue to tackle the underrepresentation of women in science and engineering roles by developing campaigns that encourage women to apply and by advertising in places that will reach more women. As part of our early careers campaign we will ensure that we are encouraging more women to apply to our opportunities and will explore new ways to attract and select women in more senior level roles. In the longer-term the underrepresentation should be reduced.
- We will continue with our active corporate social responsibility activities which include supporting STEM events and women in engineering events. Such events help raise the profile of the industry overall and encourage more women to consider engineering and consultancy as a career choice.
- We will continue to review our policies that could help retain more women, and enable more women to remain in work following maternity leave. We will shortly be publishing our new, enhanced maternity policy. We already offer a range of flexible working options and will explore new ways in which these can be provided to all of our people.
- We will develop our career development practices further to ensure we have strong development opportunities in place to develop more female leaders. It is one of our objectives to develop our Gold Academy programme, which will be focused on developing new and future leaders in our business. The programme will involve an element of one to one coaching ensuring that the specific and unique needs of each participant will be met.
- We will place an increased focus on succession planning and consider new and innovative development opportunities for our people at each stage of their career, irrespective of gender, to ensure ongoing resilience as our business grows.
- Our actions will be underpinned by closer monitoring of our equality & diversity which will be carried out on at least a bi-annual basis. This will include reviewing engagement and exit interview information to ensure we retain our female colleagues more effectively.

We are committed as a business to take positive steps to monitor and respond to any sex inequality and will work to increase female representation across the workforce at all levels. We anticipate that these are long term goals, one that we will make incremental progress to achieve, given the challenges our industry faces in this area. However, over time we look forward to seeing a positive shift in our gender pay gap reporting.

*Elizabeth Hardwick-Smith, Head of HR, 6<sup>th</sup> December 2017*

**BWB Consulting Gender Pay Gap – April 2017**

**Technical Staff**

<b>Men = 183</b>	<b>Women = 35</b>	<b>Total Staff = 218</b>
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**Median**

Men = £19.90 per hour

Women = £19.87 per hour

**Percentage Difference** –  $(£19.90 - £19.87) / £19.90 \times 100 = 0.15\%$

**Mean**

Men = £21.21 per hour

Women = £18.76 per hour

**Percentage Difference** -  $(£21.21 - £18.76) / £21.21 \times 100 = 11.55\%$

**Lower Quartile = 55 EE's**

Percentage of Men = 78.18%

Percentage of Women = 21.82%

**Upper Middle Quartile = 54 EE's**

Percentage of Men = 77.78%

Percentage of Women = 22.22%

**Lower Middle Quartile = 54 EE's**

Percentage of Men = 88.89%

Percentage of Women = 11.11%

**Upper Quartile = 55 EE's**

Percentage of Men = 90.91%

Percentage of Women = 9.09%

Quartiles	Men				Women			
	Upper	Upper Middle	Lower Middle	Lower	Upper	Upper Middle	Lower Middle	Lower
Graduates/Trainees	0	0	3	32	0	0	1	4
Technical Staff	1	17	45	11	0	4	5	8
Managers	27	25	0	0	4	8	0	0
Directors	22	0	0	0	1	0	0	0
<b>Total</b>	<b>50</b>	<b>42</b>	<b>48</b>	<b>43</b>	<b>5</b>	<b>12</b>	<b>6</b>	<b>12</b>

## BWB Consulting Gender Pay Gap – April 2017

### Support Staff

<b>Men = 8</b>	<b>Women = 37</b>	<b>Total Staff = 45</b>
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#### Median

Men = £13.85 per hour

Women = £13.21 per hour

**Percentage Difference** –  $(£13.85 - £13.21) / £13.85 \times 100 = 4.62\%$

#### Mean

Men – £14.46 per hour

Women – £14.69 per hour

**Percentage Difference** -  $(£14.46 - £14.69) / £14.46 \times 100 = -1.59\%$

#### Lower Quartile = 11 EE's

Percentage of Men = 18.18%

Percentage of Women = 81.82%

#### Upper Middle Quartile = 12 EE's

Percentage of Men = 8.33%

Percentage of Women = 91.67%

#### Lower Middle Quartile = 11 EE's

Percentage of Men = 18.18%

Percentage of Women = 81.82%

#### Upper Quartile = 11 EE's

Percentage of Men = 27.27%

Percentage of Women = 72.73%

Quartiles	Men				Women			
	Upper	Upper Middle	Lower Middle	Lower	Upper	Upper Middle	Lower Middle	Lower
<b>Support Staff</b>	1	1	2	2	1	7	9	9
<b>Managers</b>	2	0	0	0	5	4	0	0
<b>Directors</b>	0	0	0	0	2	0	0	0
<b>Total</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>8</b>	<b>11</b>	<b>9</b>	<b>9</b>

## BWB Consulting Gender Pay Gap – April 2017

### All Staff

<b>Men = 191</b>	<b>Women = 72</b>	<b>Total Staff = 263</b>
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#### Median

Men = £19.49 per hour

Women = £14.23 per hour

**Percentage Difference** –  $(£19.49 - £14.23)/£19.49 \times 100 = 26.99\%$

#### Mean

Men –  $£3,998.23/191 = £20.93$  per hour

Women –  $£1200.15/72 = £16.65$  per hour

**Percentage Difference** -  $(£20.93 - £16.65)/£20.93 \times 100 = 20.45\%$

#### Lower Quartile = 66 EE's

Percentage of Men = 60.61%

Percentage of Women = 39.39%

#### Upper Middle Quartile = 65 EE's

Percentage of Men = 80.00%

Percentage of Women = 20.00%

#### Lower Middle Quartile = 66 EE's

Percentage of Men = 65.15%

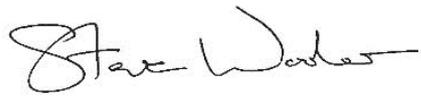
Percentage of Women = 34.85%

#### Upper Quartile = 66 EE's

Percentage of Men = 84.85%

Percentage of Women = 15.15%

Quartiles	Men				Women			
	Upper	Upper Middle	Lower Middle	Lower	Upper	Upper Middle	Lower Middle	Lower
Support Staff	0	0	1	4	0	0	10	16
Graduates/Trainees	0	0	8	27	0	0	6	4
Technical Staff	2	30	33	9	0	5	1	6
Managers	32	22	1	0	7	8	6	0
Directors	22	0	0	0	3	0	0	0
<b>Total</b>	<b>56</b>	<b>52</b>	<b>43</b>	<b>40</b>	<b>10</b>	<b>13</b>	<b>23</b>	<b>26</b>



**Steve Wooler**  
Chief Executive  
27 March 2018