



GENDER PAY GAP REPORT

# Gender pay gap report 2021

This report provides details of our results as at 5 April 2021 and our key focus areas

# Our commitment

Equality, diversity and inclusion are critical for our future success and for the culture that we want to create for our colleagues; one in which everyone has equality of opportunity and where our diversity is celebrated so that our colleagues feel empowered to be themselves, able to participate and fulfil their potential, every day.

Everyone benefits from embracing and valuing the diversity of thoughts and ideas that we collectively generate from our different backgrounds, identities and experiences and being able to use our skills and talents to achieve our potential in a supportive and inclusive environment. Leveraging these unique talents benefits us as individuals, BRE and our clients and the communities that we serve.

As part of our commitment to equality, diversity and inclusion, we remain resolute to achieving both a diverse and gender balanced team at BRE.

This report is approved by



*Gillian Charlesworth*  
Chief Executive Officer



*Kirsten Lord*  
Director, People & Change

# Summary

This gender pay gap report details our results for the period April 2020 to April 2021 along with an update on our achievements and continued areas of focus.

We have made significant progress in closing our gender pay gap in April 2021 with the mean gender pay gap reducing from an average of 25% in the last 4 years to 7.2% in April 2021. Although our gender distribution remains comparable to 2020, this change reflects the actions taken to ensure greater parity in pay between females and males in the organisation.

We are committed to narrowing our gender pay gap and are confident from the like for like data that our results are moving in the right direction. We also know that there are many factors that influence each set of annual results that we produce; our overall numbers and distribution of employees, and periods where we make bonus payments are just some examples of these influencing factors.

Therefore, we remain resolute on the actions that we have in place to improve our overall gender representation whilst at the same time ensuring that we continue to support all of our colleagues as part of our overall focus on equality, diversity and inclusion.

You will see from this report that on a like for like basis, we are seeing very visible progress in narrowing our gender pay gap as a result of the actions that we continue to take.



# Introduction

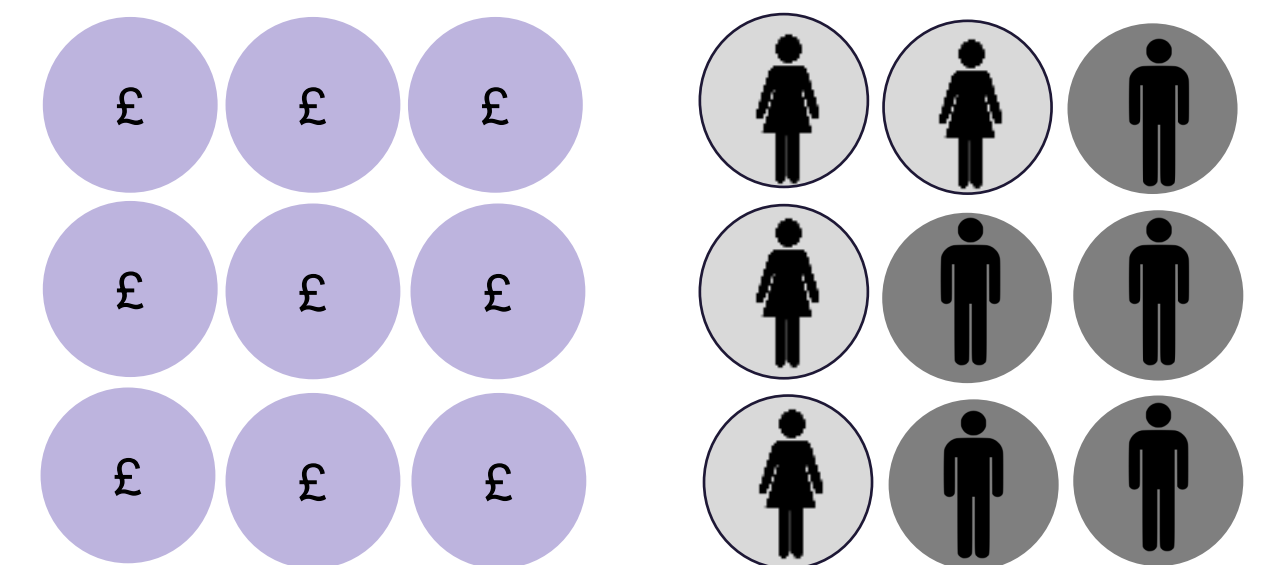
We recognise that our people are the lifeblood of our organisation. Our aspiration is to support our employees to be excellent in their chosen field through the development of new skills, providing development pathways, career opportunities, more flexible ways of working and a great place to work.

The government introduced regulations in 2017 that require employers in the UK with more than 250 staff to report on their gender pay gap by using six calculations:

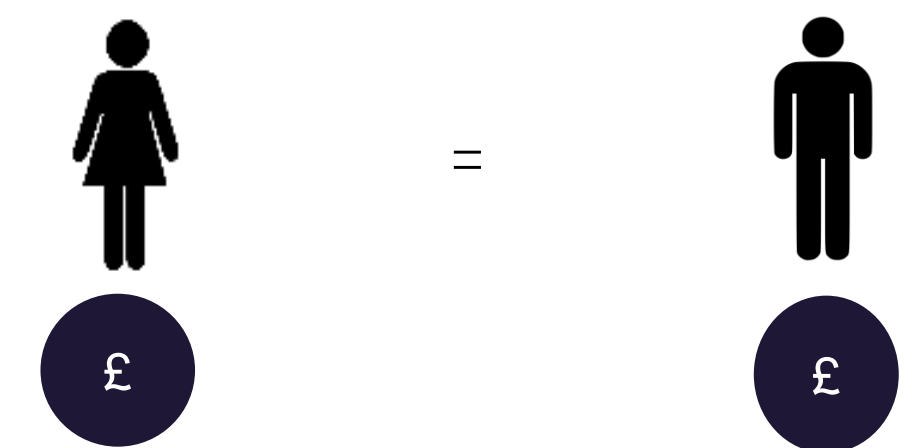
- Mean gender pay gap (in hourly pay)
- Median gender pay gap (in hourly pay)
- Mean bonus gender pay gap
- Median bonus gender pay gap
- Proportion of men and women who receive a bonus
- Distribution of men and women across four pay quartiles ordered from lowest to highest pay

This is our fifth gender pay report for the 12 month reporting period up to 5 April 2021.

## Gender pay gap is different to equal pay



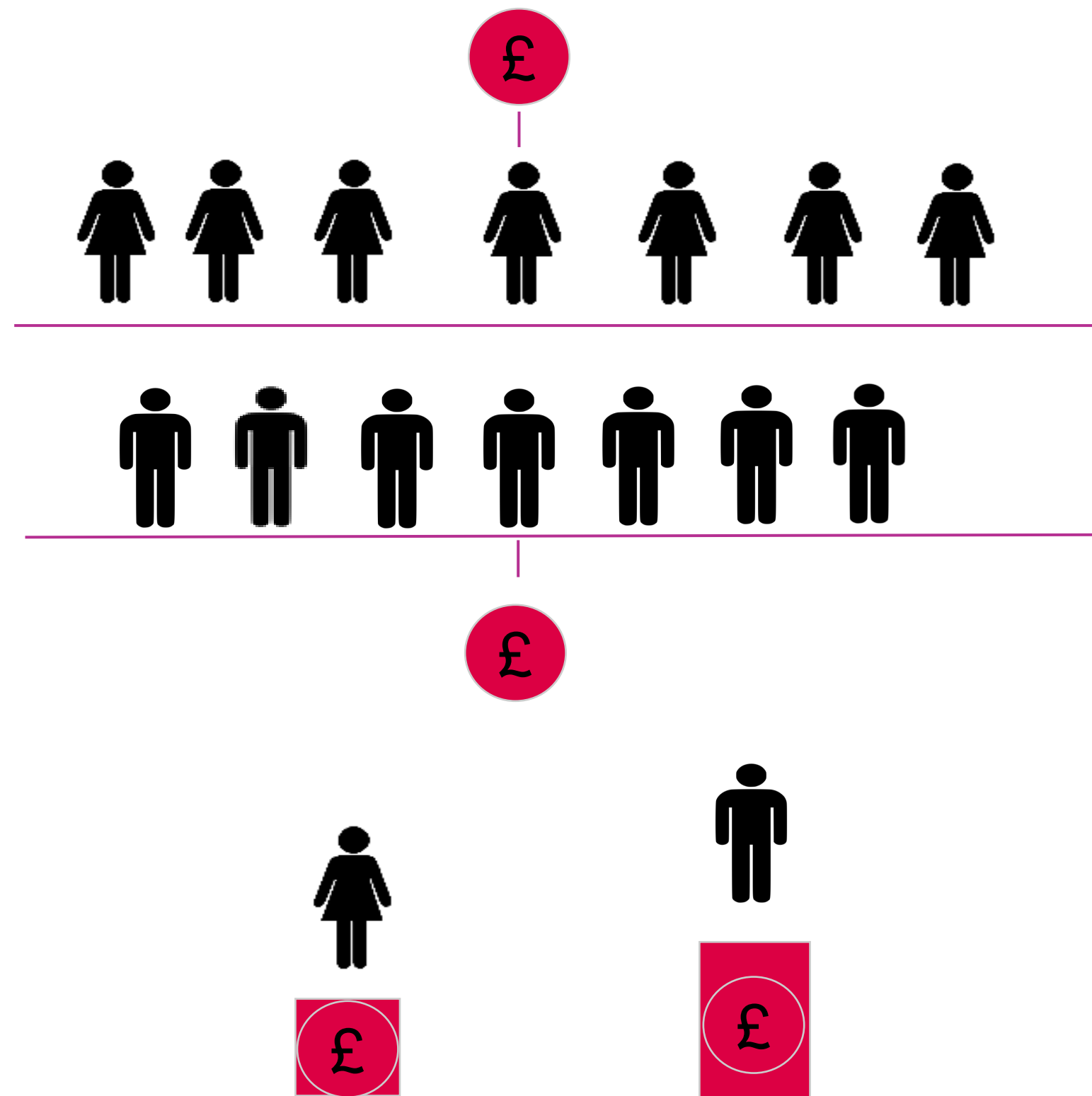
The gender pay gap shows the average difference between the earnings of women and men. It has a number of contributory factors, most of which are about the representation of women in the workplace in different industries and the jobs open to women rather than about the ways in which men and women are paid



Equal pay is about whether women and men performing the same jobs, similar jobs or work of equal value receive the same pay

# Gender pay gap: what is it and how is it calculated?

The gender pay gap is a measure that shows the difference in average earnings between men and women. It is measured using two types of averages; the median and mean gender pay gaps and will include both 'ordinary pay' (basic pay and allowances for example) and 'bonus pay' (profit sharing, productivity, performance and other bonus or incentive pay for example).



## Median gender pay gap

If we lined up all of our employees in two lines (male and female) in order from the lowest paid to the highest paid, the median gender pay gap compares the pay of the middle female in the female line with the middle male in the male line. The median gender pay gap can be more representative than the mean pay gap because it is less affected by a handful of considerably higher (or lower) salaries.

## Mean gender pay gap

A mean gender pay gap is calculated by adding up the salaries of all females in the company and calculating their average salary and then comparing this to the same for men. The mean gap can be a better measure of the labour market disadvantage for women as it will be influenced by fewer women in high paying roles.

## Our results – mean and median gender pay gap

MEAN (average) gender pay gap

**7.2%**  
(29% in 2020)

MEDIAN (midpoint) gender pay gap

**10.0%**  
(16.1% in 2020)

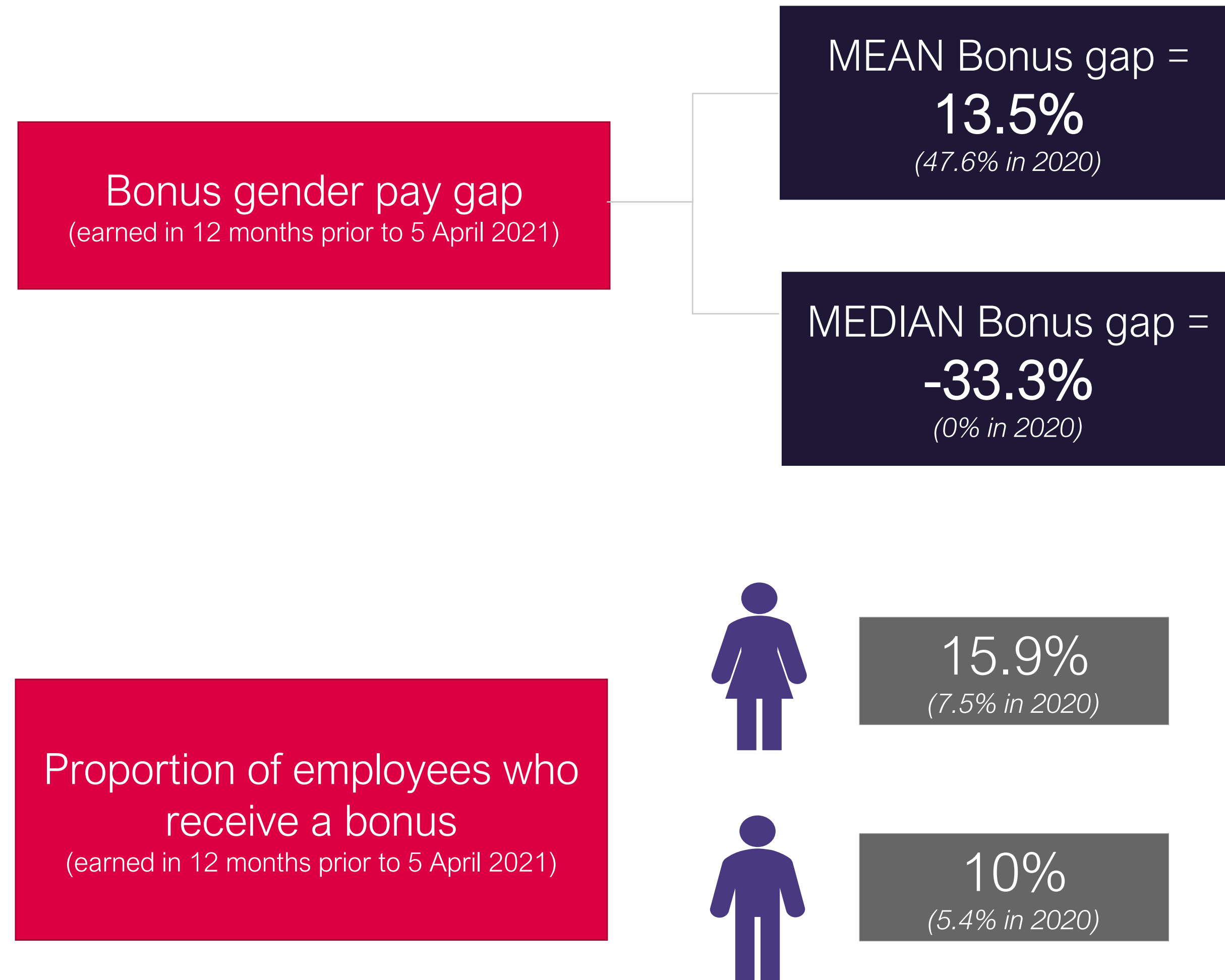
### Gender pay gap in hourly pay (5 April, 2021)

These figures show the difference between the mean (average) and median (midpoint) hourly pay of all male and female employees, regardless of their role, expressed as a % of male employees pay.

### *We still have a gender pay gap because:*

- Our organisation is made up of 61% men and 39% women
- Given the nature of our business, we employ people with qualifications in science, technology, engineering and mathematics (STEM) related fields. National demand for these skills is high but the number of women studying and working in STEM remains low and therefore this affects the gender diversity of available applicants for some roles at BRE.
- We have a larger proportion of males in upper pay quartiles where salaries are higher.

# Our results – mean and media gender pay gap



## Bonus gender pay gap

To calculate the **bonus gender pay gap**, we include the following: *performance related bonuses, sales commission payments, long service awards, vouchers and staff awards.*

The reason we have a **mean bonus gap** of 13.5% is that in this reporting period, the average amount of bonus paid to **males was greater than females**. This mean measure is influenced by a single commission payment in 2020.

The reason we have a **median bonus gap** of -33.3% is that the midpoint of all bonus payments made to females was higher when compared to the mid-point of all bonus payments made to males.

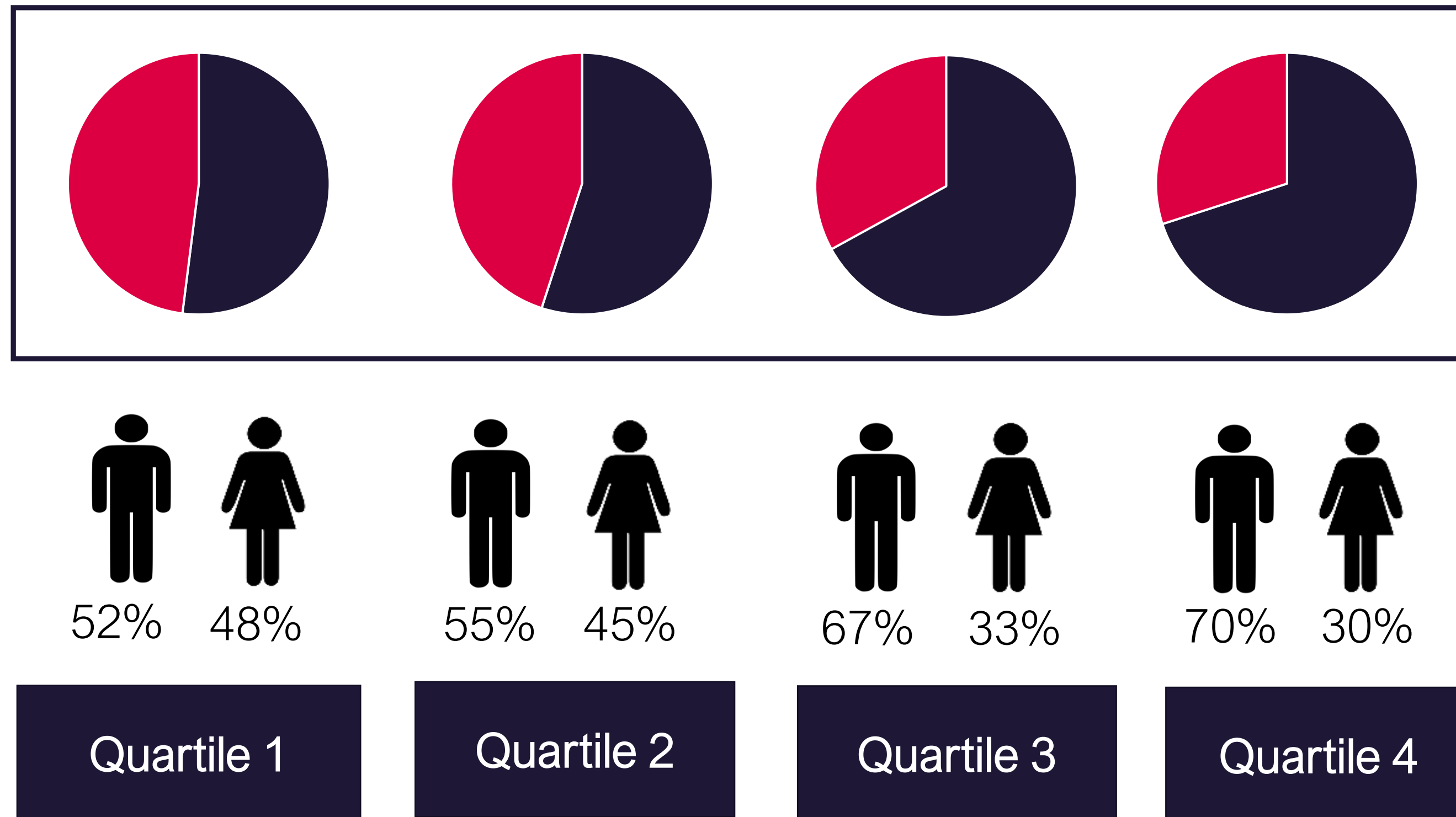
## Proportion of employees receiving bonuses

A higher proportion of bonuses were paid to women in this reporting period.



# Our results – distribution of employees across pay quartiles

Distribution of employees across pay quartiles (at 5 April, 2021)



This shows our gender distribution across **four pay quartiles**. The pay quartiles are created by dividing our employees into four equally sized groups in order of their hourly pay rate, ordered from quartile 1 through to quartile 4 (quartile 4 representing the top 25% of hourly pay rates for example).

Hourly pay calculations include base pay, allowances and any profit sharing, productivity, performance or other bonus pay and commission payments received in the reporting period (April 2021).

Our gender distribution when compared to April 2020, remains the same across all pay quartiles.



## Progress against actions in 2020

What we said we would do	What we've done
Continuing to challenge ourselves and our recruitment partners to attract from the widest talent pools and prioritise diversity and inclusion in shortlists for all vacancies	We have improved the quality of the role profiles we use to ensure that the language in them is gender neutral. Challenging ourselves where shortlists are not gender diverse.
Continuing to build the BRE brand and our employment proposition to attract more female candidates for roles	Continued to advertise roles with flexible working options wherever possible and building on the work that we already do to promote our support for flexible working practices.
Continuing to be consistent and transparent regarding our salary ranges, remuneration and promotion policies and processes	We continue to benchmark our pay against the market and continually review pay for internal disparity.
<p>Specifically, during 2021, we will be considering the following as part of our overall commitment to achieving a diverse and gender balanced team at BRE:</p> <ul style="list-style-type: none"><li>•Further work on understanding unconscious biases so that we can take steps to address them</li><li>•Evaluating the option of a Women Returners programme</li><li>•Further enhanced analysis on other factors which contribute to our gender pay gap</li></ul>	<p>In 2020 we launched 'unconscious bias' training and new leadership programmes and continued this as a core component of our people manager and leadership development programmes.</p> <p>We have started work on our value proposition as an employer and a review of our benefits to ensure that they are attractive, diverse and meet the individual needs of our existing and future colleagues.</p>

## Our future actions

We believe that we have the right plans in place to address our gender pay gap and that our focus needs to remain on the following:

- Continue to challenge ourselves and our recruitment partners to attract from the widest talent pools and prioritise diversity and inclusion in shortlists for all vacancies
- Continue to use gender-neutral language in our resourcing processes
- Continue to build the BRE brand and our employment proposition to attract more female candidates for roles
- Continue to advertise roles with flexible working options wherever possible and building on the work that we already do to promote our support for flexible working practices
- Review our benefits offering to ensure they are attractive, diverse and meet the individual needs of our existing and future colleagues
- Enhance our career development opportunities ensuring equal access to career progression
- Expand our diversity training beyond unconscious bias

Specifically, during 2022, we will be considering the following as part of our overall commitment to achieving a diverse and gender balanced team at BRE:

- Further work on understanding unconscious biases so that we can take steps to address them
- Evaluating the option of a Women Returners programme
- Further enhanced analysis on other factors which contribute to our gender pay gap



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Thank you

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