



GENDER PAY GAP REPORT

# Gender pay gap report 2024

This report provides details of our results as at 5 April 2024 and our key focus areas

# Summary

This gender pay gap report details our results for the period 2024-25 along with an update on our achievements and continued areas of focus.

Overall, we have made significant progress in closing our mean gender pay gap from 25% in 2018 to 8% in April 2024. We can see that the strategies we have put in place in recent years to help ensure greater gender diversity and to reduce the gender pay gap is working.

We are committed to further narrowing our gender pay gap and will continue to develop our strategies to do so. 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 our colleagues as part of our overall focus on equity, diversity and inclusion.

# Our commitment

Equity, diversity and inclusion are critical for our success and for a culture in which everyone has the same opportunities to fulfil their potential, while contributing to a thriving and sustainable world.

Underpinned by our values, we know that diversity and inclusion leads to better teamwork, better ideas and better solutions for our colleagues, customers and the communities that we serve.

As part of our commitment to equity, diversity and inclusion, we remain resolute to achieving both a diverse and gender balanced team and an equitable approach to career progression, pay and reward.

This report is approved by



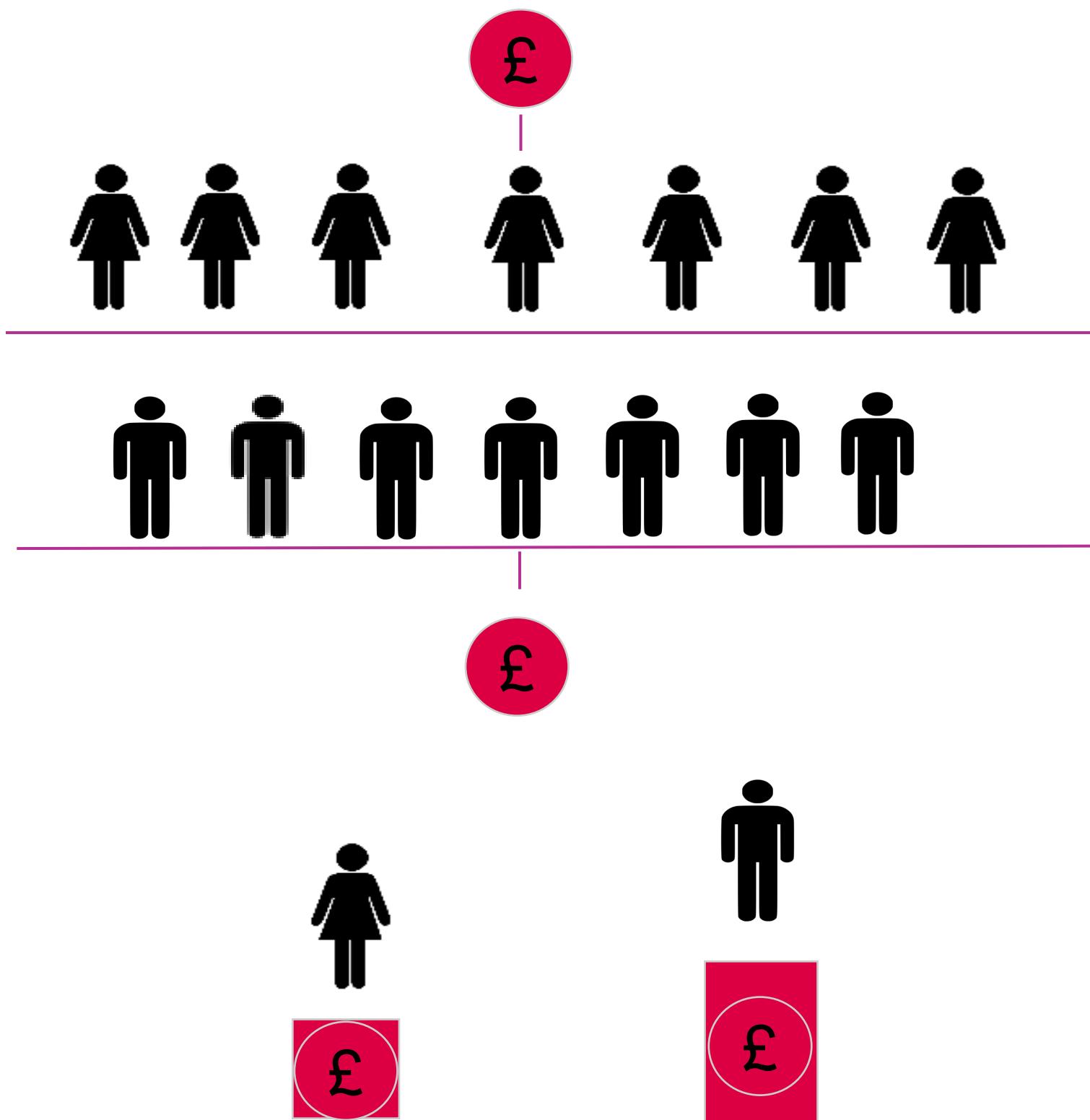
*Gillian Charlesworth*  
*Chief Executive Officer*



*Nikki Ponton*  
*Director of People*

# 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 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**

**8%**

**MEDIAN (midpoint) gender pay gap**

**8.1%**

## Gender pay gap in hourly pay (5 April 2024)

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.

For the second year running our mean and median pay gaps are the same. We have focussed on narrowing the pay ranges and now provide transparency on pay ranges within the organisation and at the recruitment stage. This helps to ensure that all colleagues are paid equitably.

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

- Our organisation is made up of 59% men and 41% women.
- We have a larger proportion of males in upper pay quartiles and job levels where salaries are higher.
- 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 roles at BRE.

# Introduction

We recognise that our people are critical to achieving our purpose, contributing to a thriving and sustainable world by developing science-led solutions to built environment challenges. BRE is a great place to work where people are recognised and rewarded for their contribution to our purpose.

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:

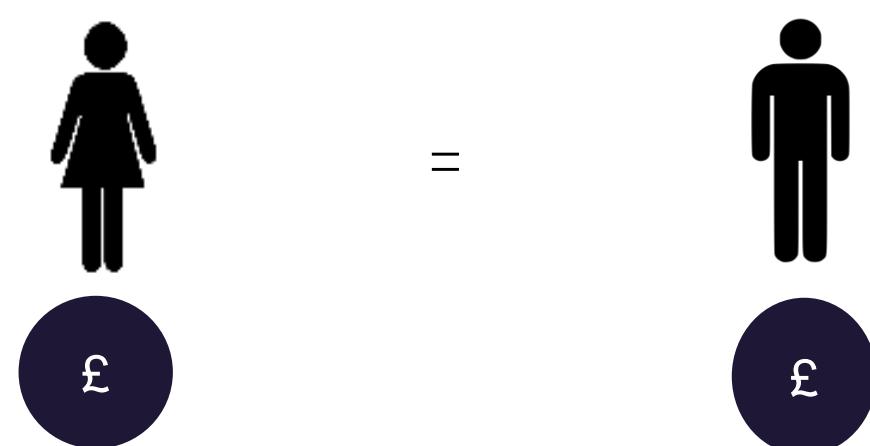
- Mean gender pay gap (in hourly pay)
- Median gender pay gap (in hourly pay)
- Mean bonus gender pay gap
- Median bonus gender pay gap
- Proportion of men and women who receive a bonus
- Distribution of men and women across four pay quartiles ordered from lowest to highest pay

This is our eighth gender pay report for the 12-month reporting period up to 5 April 2024.

**Gender pay gap is different to equal pay**



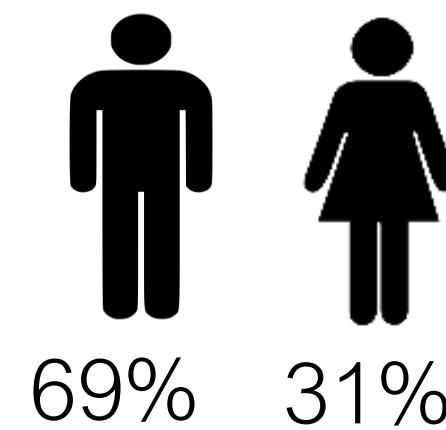
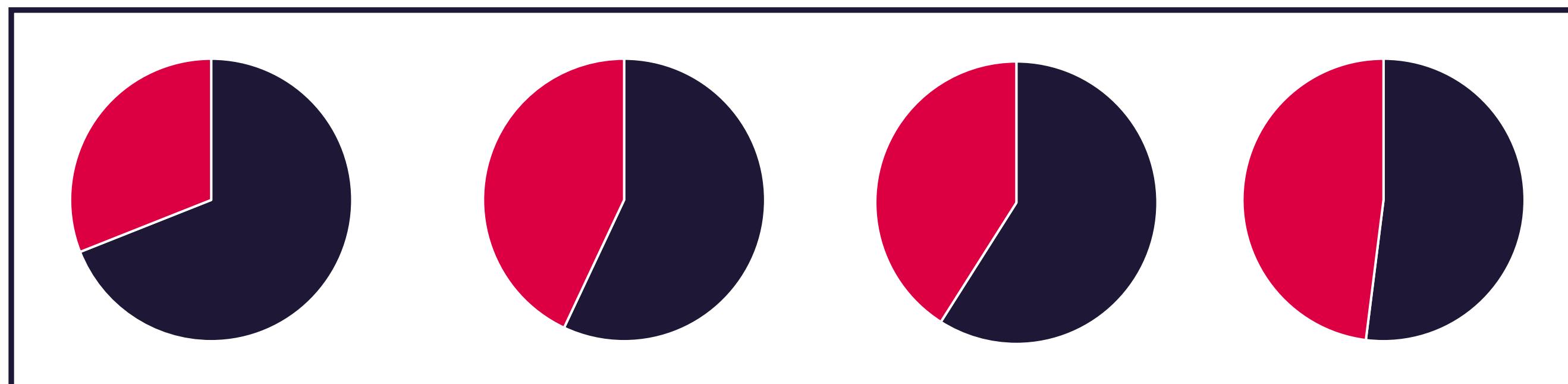
The gender pay gap shows the average difference between the earnings of women and men. It has a number of contributory factors, most of which are about the representation of women in the workplace in different industries and the jobs open to women rather than about the ways in which men and women are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



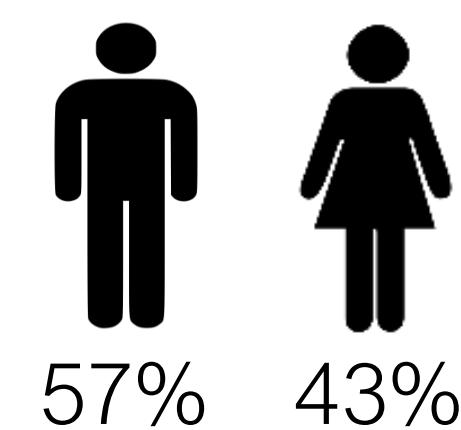
Equal pay is about whether women and men performing the same jobs, similar jobs or work of equal value receive the same pay.

# Our results – distribution of employees across pay quartiles

Distribution of employees across pay quartiles (at 5 April 2024)



Upper Quartile



Upper Middle Quartile



Lower Middle Quartile



Lower Quartile

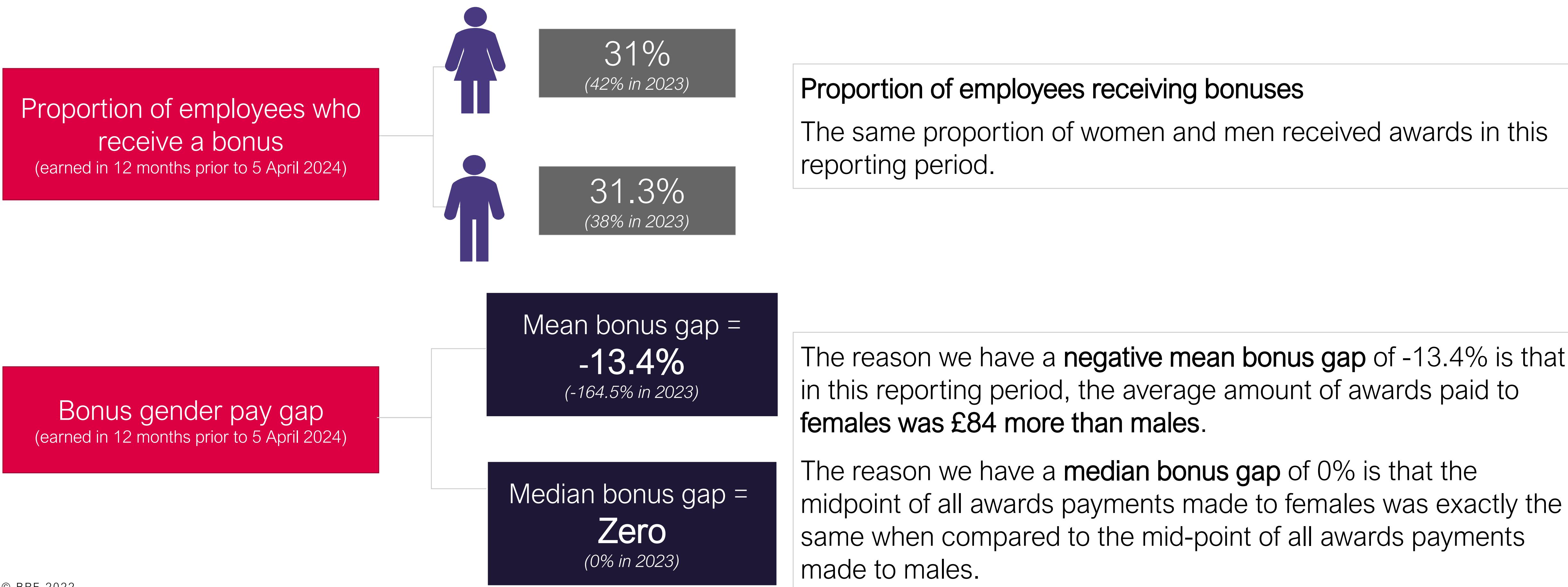
This shows our gender distribution across **four pay quartiles**. The pay quartiles are created by dividing our employees into four equally sized groups in order of their hourly pay rate, (upper quartile representing the top 25% of hourly pay rates, for example).

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 2024).

Our gender distribution when compared to April 2023 shows an increase in the proportion of women in the upper middle quartile.

## Our results – mean and median bonus gap

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



# Our future actions

Based on our progress so far, from a gender pay gap of 25% in 2018, reduced to 8% in 2024, we believe we have an appropriate and successful strategy in place to address our gender pay gap. However, our strategy will take several years to implement fully. While we can see the impact of the strategy at the lower, lower middle and upper middle quartiles, we are yet to realise the impact at the upper quartile. This will have a significant impact on our gender pay gap.

Our focus and commitment to the following areas remains:

- Continuing to ensure we attract candidates from a diverse talent pool, especially at the more senior levels.
- Understanding and addressing factors that drive turnover of female colleagues.
- Enhancing our development opportunities ensuring equitable access to career progression, especially at the more senior levels.
- Understanding intersectionality in relation to pay gaps associated with ethnicity, disability, neurodiversity and sexual orientation.

# Progress against actions

What we said we would do	What we've achieved
Continuing to ensure we attract candidates from a diverse talent pool	<ul style="list-style-type: none"><li>Between April 2023 and March 2024, 47% of our new starters were female. This is up from 42% the previous year.</li><li>For the purposes of Gender Pay Gap reporting, we analysed pay information for the 578 eligible employees in the business at the time; 40.5% of these were female.</li></ul>
Continuing to ensure we retain colleagues from a diverse talent pool	<ul style="list-style-type: none"><li>We introduced a menopause policy in line with our increased support provisions for colleagues.</li><li>We also introduced the comprehensive Employee Assistance Programme in January 2023 providing further wellbeing support in line with our retention aims.</li></ul>
Enhancing our development opportunities ensuring equitable access to career progression	<ul style="list-style-type: none"><li>In the 12 months leading up to April 2024, around 62% of promotions were awarded to female colleagues. This is up from 60% for the previous year.</li></ul>
Understanding impact of intersectionality with other pay gaps	<ul style="list-style-type: none"><li>We undertook pay analysis for the following pay gap characteristics: gender, ethnicity, disability, neurodiversity and sexual orientation, based on a diversity survey completion rate of 69%.</li><li>We aim to increase these disclosure rates.</li><li>We will then analyse the intersectionality as appropriate.</li><li>The analysis so far shows that whilst we are diverse (more diverse than the UK as a whole) we do have a pay gap relating to ethnicity and sexual orientation, related to lower diversity in the upper quartile.</li><li>Neurodiversity and disability had no significant pay gap based on the data collected so far.</li></ul>



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# Thank you

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