

UK GENDER PAY GAP REPORT 2018

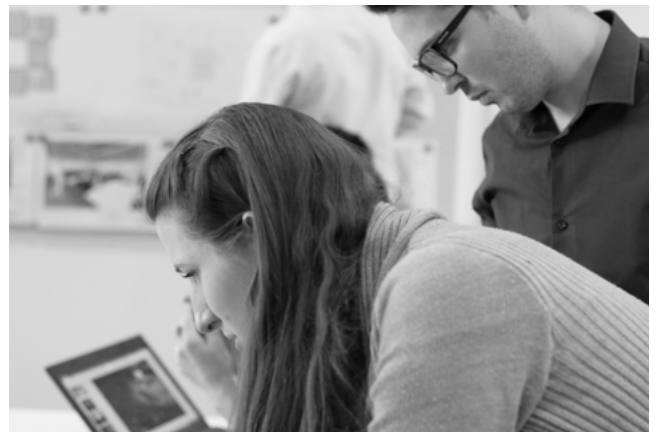


Impact of our vision and values

As a truly interconnected community, we value human wellbeing, embrace mutual responsibility and strive to be an inclusive and diverse practice.

“All of us are different, that’s why we chose to be together. It is out of the different skills, the different bodies of knowledge we have, that the quality of what we do really comes through.”

Professor Sir Ted Happold



What is the Gender Pay Gap Report?

Our people underpin everything we do. Respecting individual difference whilst ensuring everyone has the same chance to reach their potential is key to the success of our collective efforts. The UK Gender Gap Report allows us to continually assess our aims for greater gender equality in our practice and the wider engineering industry.

Our Gender Pay Gap reporting, focuses on hourly pay and bonuses paid to both male and female employees (recognising that Her Majesty’s Revenue and Customs does not currently include all gender identities). This report examines:

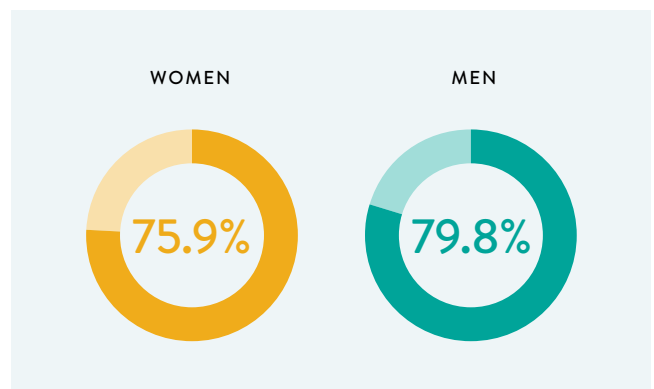
- Mean and median hourly pay
- Mean and median bonuses
- Proportion of males and females receiving bonus
- Pay distribution by gender.

Hourly pay rates and bonus payments

DIFFERENCE BETWEEN MALES & FEMALES		
	Mean Average	Median Middle
Hourly pay	22.1%	22.6%
Bonus paid	25.3%	20.0%

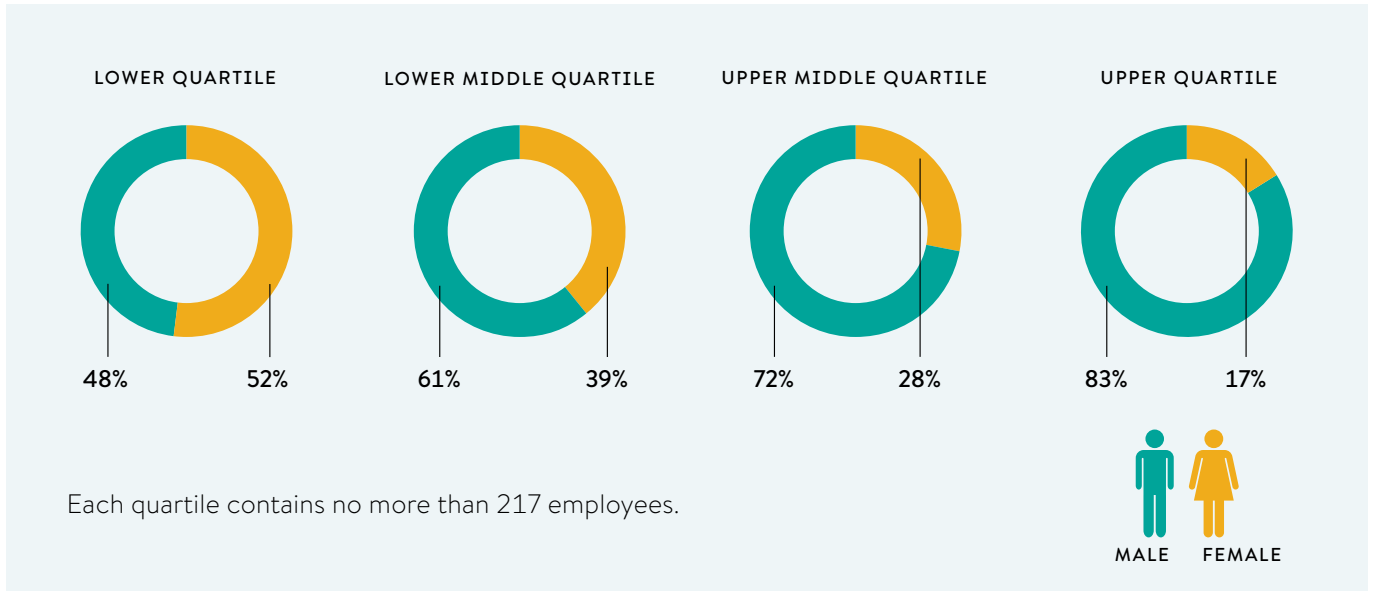
The gender pay gap shows the difference between the average earnings of male and female employees and is expressed as a percentage of male earnings (e.g. females earn X% less than male employees). The data is taken as per the regulations’ requirements, from a ‘snap shot’ date of 5th April 2018 and so does not represent our current position.

Proportion of employees receiving a bonus



In accordance with the regulations, the calculations are taken from the 12 month period ending 5th April 2018, hence they are bonus payments made in November 2017.

Pay quartiles – proportion of males and females in each quartile band



Making progress – analysing the gap

We recognise that our gender pay gap is reflective of the industry in which we operate and is the result of higher proportion of males in our business. Furthermore, our senior positions with higher pay are populated by more males than females.

We are encouraged by the improvement we have identified since the snap shot date in April, which shows our pay gap at nearly all our technical grades to be under 5%. This has afforded us a greater understanding of which grades require greater female representation to achieve a better overall balance.

Our gender pay bonus gap is created by a similar set of circumstances. Although a greater percentage of our employees overall received a bonus payment, more of the male population received a bonus than their female colleagues. The results are further impacted by more male senior technical positions receiving a bonus, which since this is calculated as a percentage of salary, results in the mean bonus favouring this

population. Further analysis of 2018’s bonuses has revealed that the median has reduced to 0%; positive progress which will be reported next year.

The pay quartile results reiterate what we already know and are working to redress – that the proportion of female employees decreases with each quartile, demonstrating the higher number of senior /technical male employees. We have focussed our efforts on ensuring we are targeting the correct grades and honing our pipeline of future talent where appropriate.

We are however, achieving our goal to increase the number of female employees in our senior roles and are pleased to report a 3% increase of females in our upper quartile at the end of 2018.

Our monitoring processes also include a rigorous examination of our pay equity processes which continue to highlight fair pay practices for both genders.

How are we reducing the gap

- The concept of equality for all is of great importance to us. We believe all employees should be afforded the same opportunities to progress. We are continuously improving our career development and objective setting processes, and have introduced a self-nomination process for our Learning & Development programmes to enable employees to proactively manage their personal development.
- Our resourcing team have utilised innovative technology to assist them in reducing bias in our recruitment and selection processes. Our efforts to appeal to a wider audience have led to 24% of our almost 9000 UK technical applications being from women in 2018 (a consistent increase from the 21% in 2017 and 18% in 2016). Our female technical hires in the UK nudge up to 34% – and we are challenging ourselves to further improve this to 40% in 2019.
- We encourage all our employees to utilise the parental leave options we provide; Shared Parental Leave (SPL) in particular. In 2018, we saw an encouraging uptake of 42% of all parental leave taken as SPL and will continue to ensure our male employees are aware of this option.
- Many of our employees, including those in our Young Engineers Forum, are actively involved in changing perceptions of engineering in schools and universities. Using a wide range of activities – from work experience weeks, to volunteering on the Access Project and as STEMNET Ambassadors, to our Skype a School scheme, we help students understand more about our world and encourage them to participate in the wide range of opportunities engineering offers.
- Promoting the importance of equality will be one of the themes in our new Inclusive Behaviours Awareness sessions designed to help our employees recognise and support an inclusive culture.

We confirm the information and data reported is accurate as of the snapshot date 5th April 2018.



Neil Squibbs
Chief Executive Officer
BuroHappold Engineering



Misti Melville
Global HR Director
BuroHappold Engineering

**“We are a diverse, one-firm culture.
When we get it right, it sings.
Internal barriers are always to
be overcome through inclusivity.”**

From the BuroHappold Principles

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