

GENDER PAY GAP REPORT

2023

www.thebristangroup.com

OUR 2023 GENDER PAY GAP REPORT



A handwritten signature in white ink, appearing to read 'M Mongan', positioned below the portrait.

Martin Mongan, CEO

Our Vision

In order to remain number one in our market, it is extremely important that we create a diverse and inclusive culture that supports our growth plans.

To do this, we employ talented individuals who bring diversity in their thought processes and strive to be the best they can be.

We also reward our people based on performance, contribution and market data. Ensuring we encourage career progression for all our colleagues is fundamental to creating a more innovative and high performing company for the future.

I'm very proud of the organisation and the workforce that underpins our success. I am committed to challenging ourselves about the underlying reasons for any gender pay gap and working to address it.

The Report

In this report, we provide our gender pay gap information, identify the causes of the pay gap and outline our plans for closing the gap.

The gender pay gap measures the difference between the average earnings of all men and all women regardless of role, seniority and length of service.

Our approach to pay

Our pay policy is in place to ensure we are fair and consistent when it comes to our employees:

- Roles are evaluated and graded in accordance to our grade structure
- Salaries and benefits are benchmarked in line with market rate
- We ensure there are no equal pay issues (when a male and female are paid differently for carrying out work of equal value)

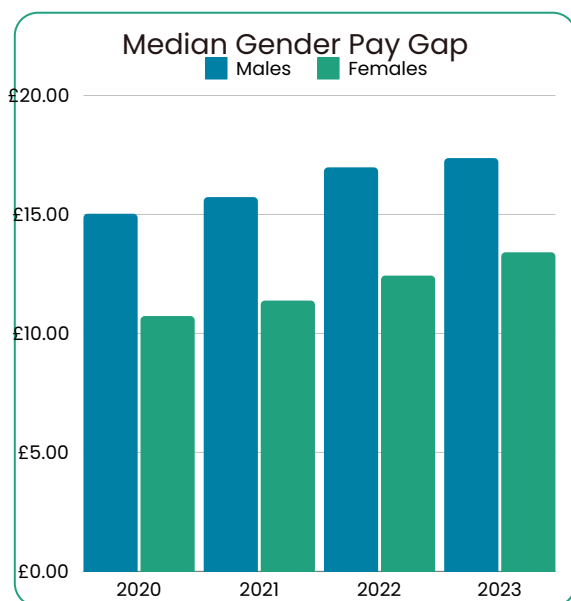
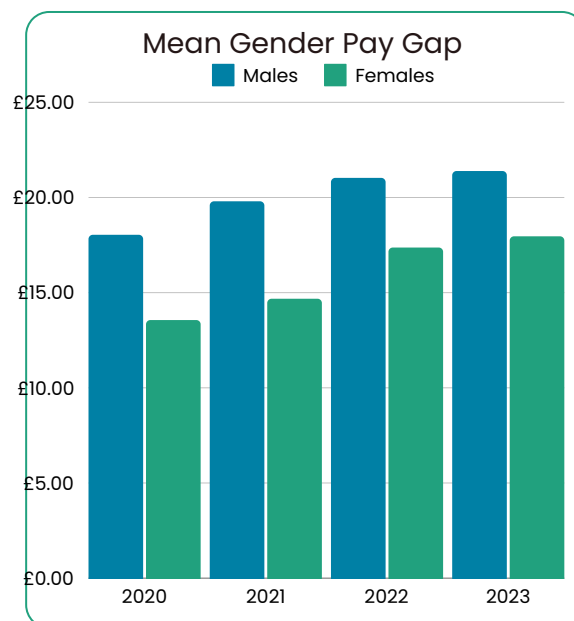
THE STATS

Our 2023 Gender Pay Gap

Our **Mean Gender Pay Gap** is 16%. This means our female employees earn an average of £3.43 per hour less than our male employees.

Due to the active approach to recruiting fresh talent into our business, and ensuring equal internal opportunities for all, this is 6.3% lower than in 2022.

The mean hourly rate for females has increased by 32% since 2020, compared to 19% for males, primarily due to more females in senior positions.



Our **Median Gender Pay Gap** is 22.8%. This means the midpoint hourly rate for our female employees is £3.96 per hour less than our male employees. This is 13% lower than in 2022.

The median hourly rate for females has increased by 25% since 2020, compared to 16% for males.

Bonus Pay Gap

Mean Bonus Pay Gap	Median Bonus Pay Gap
72.7%	49.1%

Both our **Mean Bonus Pay Gap** (up from 60.3% in 2022), and our **Median Bonus Pay Gap** (up from 22.8% in 2022) have increased significantly in 2023. This is primarily due to the types of bonuses that were paid this year; Long term Incentives, Sales Bonuses and a Cost of Living bonus which went to our lower paid employees. We also did not pay any Company Bonus this year.

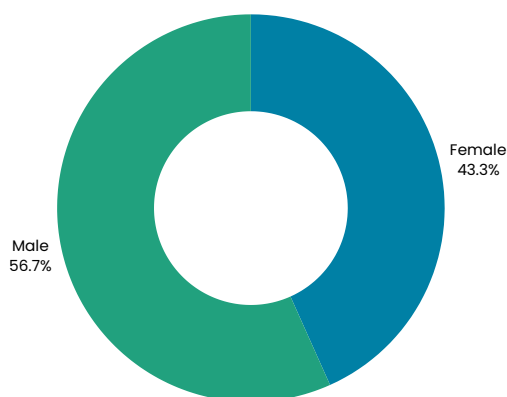
More females (50.4%) received a bonus than males (44.4%).

OUR SALARY QUARTILES

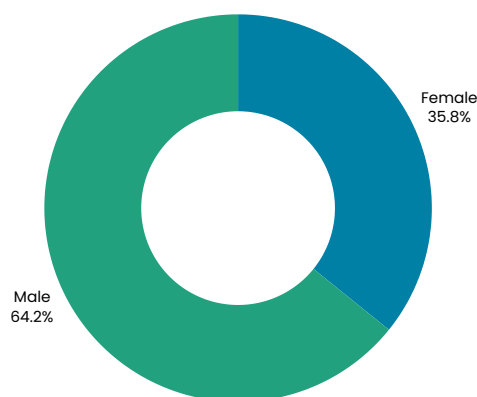
At the snapshot date, our overall split of females to males was fairly even (51% to 49%), however this changes by quartile. There are more males in our top two quartiles than our bottom two quartiles.

The gaps in our upper and upper middle quartiles are the primary driver of our gender pay gap.

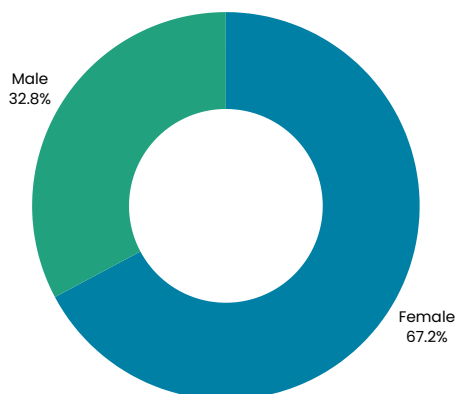
Upper Quartile



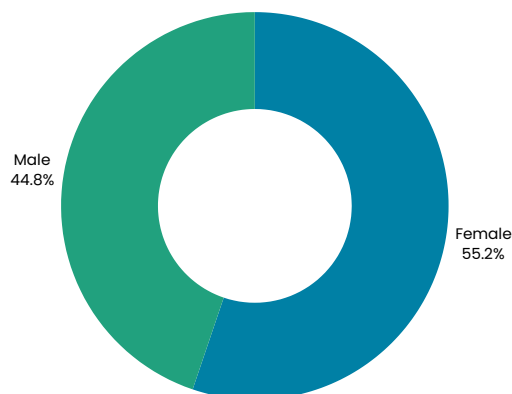
Upper Middle Quartile



Lower Middle Quartile



Lower Quartile



OUR FUTURE FOCUS



Our ambition is to have 50/50 parity in all quartiles by 2025. This year, we increased the percentage of women in the upper quartile by over 6% compared to 2022, however this has decreased in the upper middle quartile by a similar amount which means under representation of women in more senior roles continues to be the driver of our gender pay gap.

However, we've made significant strides this year with 7 of our 20 highest paid employees being female. This has more than doubled in the last 3 years which demonstrates our commitment towards gender equality.

Talent Attraction

Our talent attraction strategy aims to ensure a balanced candidate slate for any role we are recruiting, encouraging diversity throughout our recruitment process.

To do this we ensure the language we use during the recruitment process is free from any bias. To close the gender pay gap at the top, we aim to have a one in two female shortlist for all senior recruitment.

In May 2023, we recruited an in-house recruitment specialist which allows us to have more control over the attraction process ensuring focus on bringing more diversity into the business.

Our 2024 plan also includes leveraging our relationship with our parent company Masco to collaborate on additional talent attraction initiatives, including increasing our use of AI.

Diversity, Equity & Inclusion Awareness

We have recently launched recruitment training for our people managers that covers diversity, equity and inclusion, however we recognise that more needs to be done to raise awareness across the wider business.

The business is busy working on a project plan for ESG (Environmental, Social and Governance) that will include DE & I to ensure more focused attention and increased awareness in 2024. Focusing not just internally but externally too; we have already joined the [Construction Inclusion Coalition](#) to help build a better construction industry that reflects the community it builds for.