



Black & Veatch Limited - Gender Pay Gap Report 2018

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Black & Veatch Ltd (the UK business) has published its gender pay gap information for April 2018 as required under government regulations. The gender pay gap is the difference in the average earnings between men and women, regardless of the roles they do, and it differs from equal pay which looks at pay differences between people carrying out the same or comparable work. B&V is confident that it pays broadly equally for work of equal value.

The company has reported a median gender pay gap of 24.0% and a mean gender pay gap of 25.7% for April 2018. This represents a slight improvement on the figures for April 2017, which were 24.2% and 27.0% respectively. It has also reported a median gender bonus gap of 38.6% and a mean gender bonus gap of 49.9% for the year 2017-18.

The lack of gender diversity across the Engineering and Construction industry is an ongoing issue for UK employers operating in these sectors. Black & Veatch have recognised these challenges and are dedicated to continuing the progress made in their efforts to attract, develop and retain female professionals. The current gender pay gap is a reflection of both industry trends and the fact that more female professionals are in job roles that attract lower salaries and don't receive a car allowance. Recent success in increasing the numbers of female graduates joining Black & Veatch also raises the proportion of female professionals at the start of their career / earnings ladder. Black & Veatch believe that supporting female graduates to progress into senior roles over time and continuing to develop all female professionals will bring significant and positive impact to gender diversity.

Black & Veatch strongly believes that a wide mix of cultures and backgrounds gives its teams a healthier perspective and an ability to find better solutions for clients. Black & Veatch's ASPIRE culture-shifting program and its core values, which are the foundation for everything the company does, enshrine the principles of valuing diversity and an environment of inclusion.

Accountability • Shared Ownership • Common Purpose

ASPIRE

Integrity • Respect • Entrepreneurship • Stewardship



CINDY WALLIS-LAGE
President,
Water Business

The UK business is part of a global Water business whose Leadership Team, led by Cindy Wallis-Lage, is committed to tackling this industry-wide challenge and to increasing the representation of women in its workforce and at senior levels. In order to achieve this Black & Veatch has implemented a diversity and inclusion programme with strategic objectives and a supporting action plan. The gender focused elements of the plan are based around WISE's '10 Steps' which provides a framework to help companies improve the recruitment, retention and progression of women. The global Water leadership team is 50% women which serves as a good role model for the Organisation.

Black & Veatch has an active UK Women's Network which is part of a global network that holds regular networking and knowledge sharing events. To further support the progression and retention of women, Black & Veatch has a female mentoring programme in place whereby high potential women in the business are mentored by members of the Leadership Team. Women are well represented on Black & Veatch's leadership development programmes and

those courses themselves include modules on diversity and inclusion. Additionally, all employees have completed mandatory e-learning on diversity and inclusion and the UK Leadership Team has undertaken unconscious bias training with WISE (campaign for gender balance in science, technology and engineering).

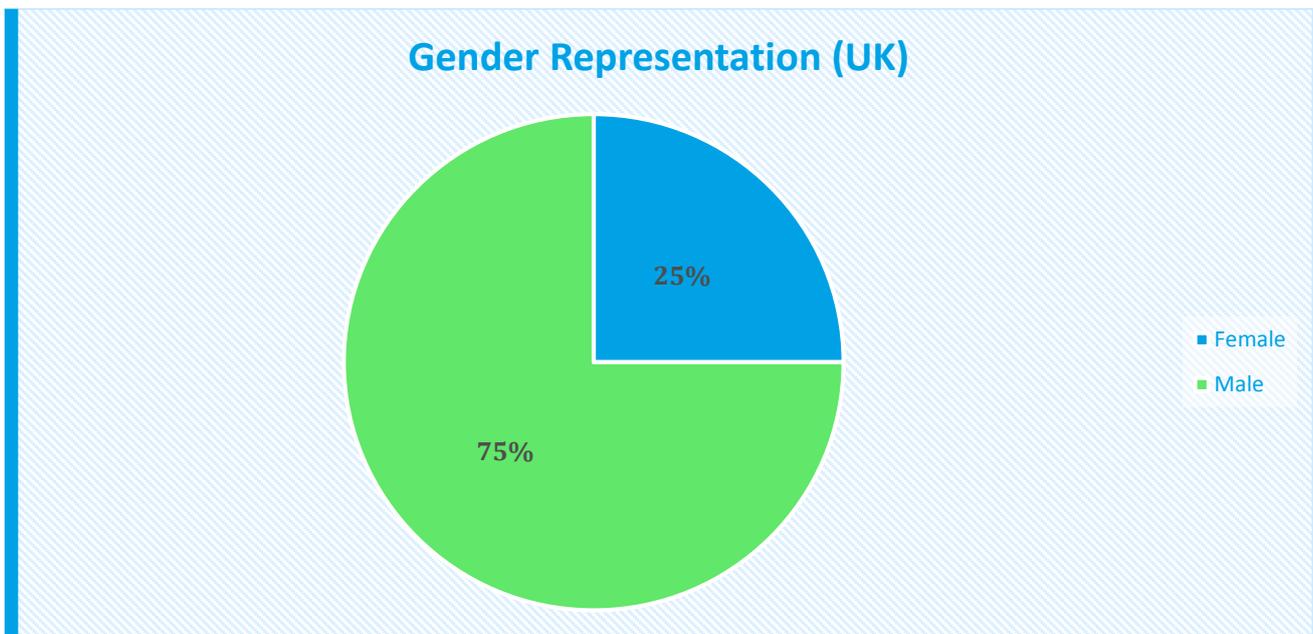
In order to attract more women into the industry and to join Black & Veatch in particular, female employees regularly represent Black & Veatch at careers fairs and graduate assessment days, wording for adverts is checked using a gender-decoder, and roles are advertised with the option for flexible working wherever possible.

The actions taken to date have contributed to some positive improvements, with the percentage of women in the workforce increasing from 23.5% to 25% (from April 2017 to April 2018). The representation of women in senior roles has also improved and there is now a woman on the Europe Leadership Team. Black & Veatch was also deemed to be WISE's 'most improved' member for 2018. While these are encouraging signs, Black & Veatch recognises there is still a long way to go and, hence, the objective of achieving gender balance remains a long-term corporate commitment.

If you would like further information, or to discuss opportunities at Black & Veatch, please contact the HR team.

In 2017 the UK government introduced regulations stipulating that all organisations employing over 250 employees should publish gender pay gap information. The summary below is based on April 2018 data. The methodology underpinning these regulations requires that data covering differences in pay and in bonuses paid is reported.

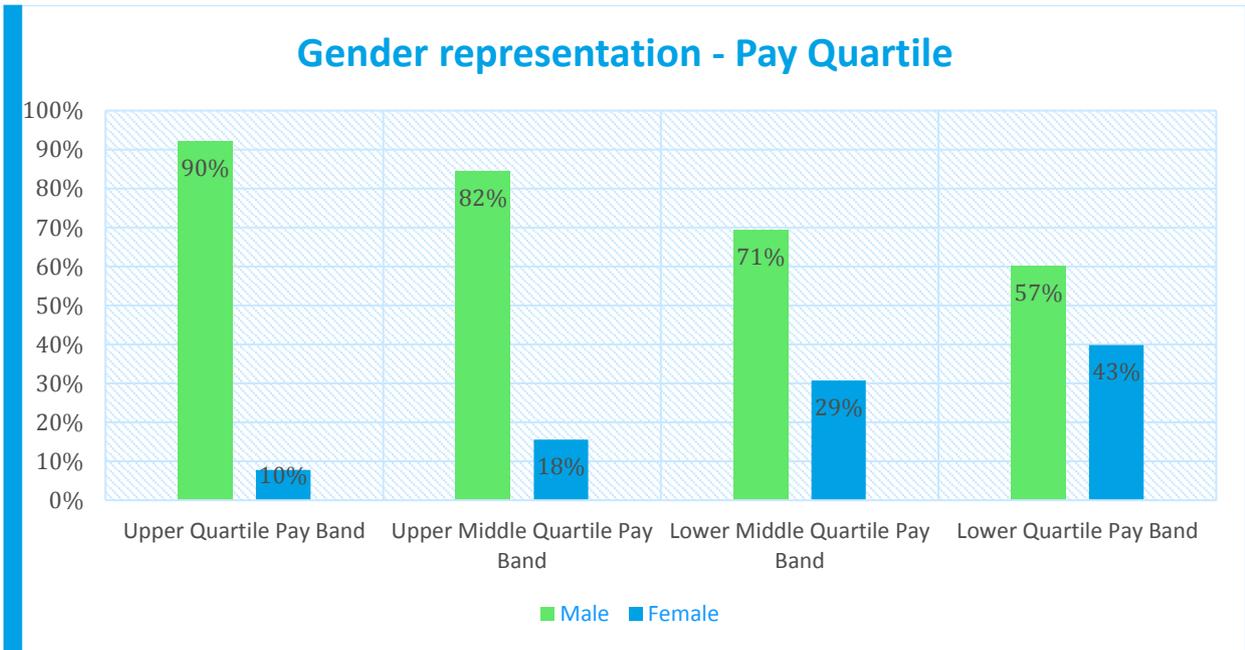
In April 2018 Black & Veatch's UK business had 537 UK employees and the gender profile was as follows:



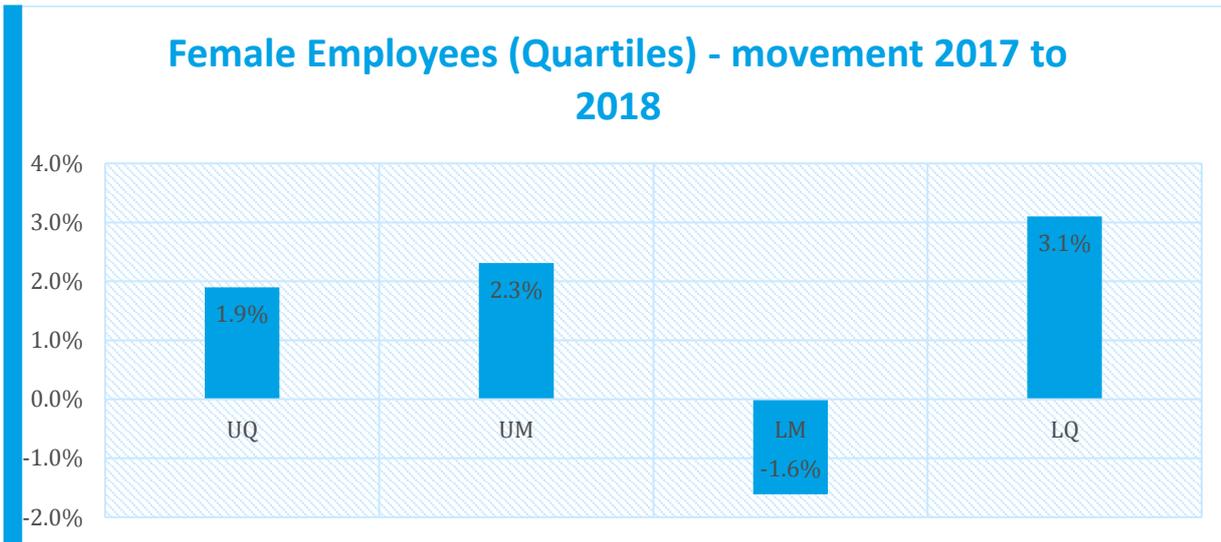
The gender pay gap is the difference between the average hourly pay received by male and female employees. Two measures are reported – the mean and the median gender pay gap. The median gender pay gap eliminates the influence of any particularly high or low pay.

BLACK & VEATCH UK	2018 (%)	2017 (%)
Mean Pay Gap	25.7%	27.0%
Median Pay Gap	24%	24.2%

The distribution of male and female employees is then reported on by quartile. This is calculated by splitting the whole workforce into four equal sized bands based on hourly pay, from highest to lowest.



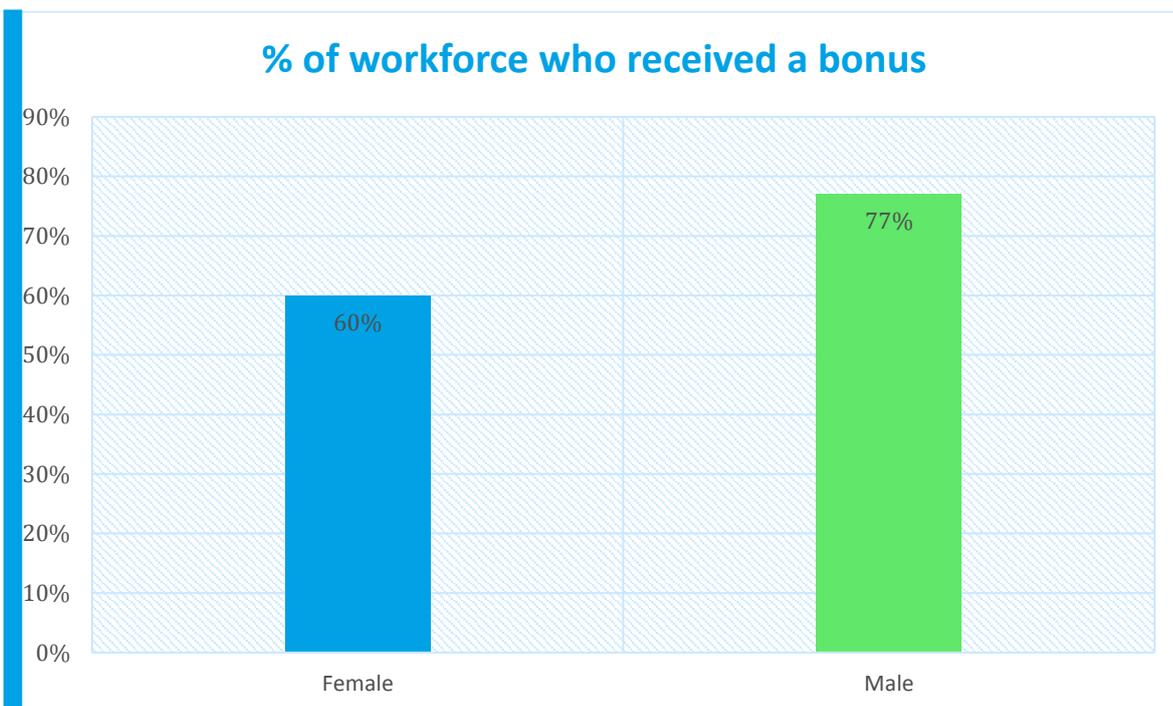
This spread represents a shift from the Gender Pay Report published in April 2017. 12 months after the first report we see more female employees in the Upper and Upper Middle pay quartiles.



In light of the fact that the UK government regulations are restricted to the gender pay gap and do not extend to equal pay, Black & Veatch undertook further analysis, by grade, of its largest job families. This enabled the calculation of the gender pay differential within the same job type and grade. In some grades the average pay for female employees was higher than for males and, in some, the opposite applied. The highest differential in favour of male employees was **4.3%**.

Bonus

In 2018 Black & Veatch UK was able to announce bonus awards for employees from the Water division and from Corporate functions. The majority of those employees who were eligible (by virtue of job grade) for the bonus scheme received payments in March 2018 (the %s over page therefore reflect the proportion of the UK workforce eligible for the scheme whereby fewer women than men are eligible due to their job grade).



Of the bonuses paid in 2018, the gender gap was as follows:

BLACK & VEATCH UK	2018 (%)
Mean Bonus Gap	49.9%
Median Bonus Gap	38.6%

To see Black & Veatch's published data, and that of other organisations, please visit the UK Government's website: <https://gender-pay-gap.service.gov.uk/Viewing/search-results>