



Black & Veatch Ltd - Gender Pay Gap Report 2017

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Black & Veatch Ltd (the UK business) has published its gender pay gap information as required under new 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% and a mean gender pay gap of 27%. In what was an atypical year for bonus, B&V's median gender bonus gap was 25% and its mean gender bonus gap was 62%. This gender pay gap results from the under-representation of women in its overall workforce (24% female), in senior positions and in roles where a car allowance is payable (construction services), and also since the majority of part-time roles are held by women. Such characteristics are typical of the engineering construction industry as a whole and are not unique to Black & Veatch.

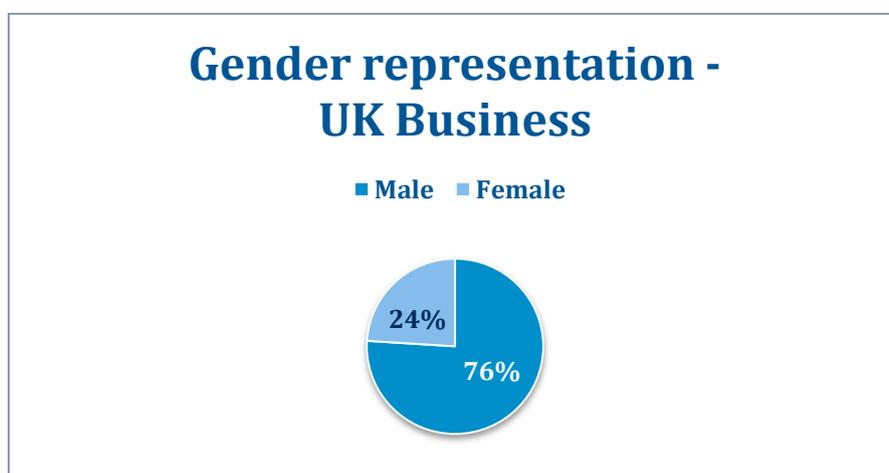
Black & Veatch strongly believes that a wide mix of cultures and backgrounds gives its teams a healthier perspective and an ability to find better solutions for clients. The UK business is part of a global Water business whose Leadership Team, led by Cindy Wallis-Lage, is committed to tackling this industry-wide challenge and to increasing the representation of women in its workforce and at senior levels. To help achieve that objective Black & Veatch has signed-up to WISE's '10 Steps' campaign for gender balance in science, technology and engineering, around which its action plan for improving female representation in the workplace is based.

Black & Veatch has an active UK Women's Network which is part of a global network that holds regular networking and knowledge sharing events, and runs a zippering programme which pairs female employees across business lines and geographies. To further support the progression and retention of women, Black & Veatch has introduced a female mentoring programme 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. Black & Veatch's ASPIRE culture-shifting program and its core values, which are the foundation for everything the company does, also enshrine the principles of valuing diversity and an environment of inclusion.

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, and roles are advertised with the option for flexible working wherever possible. This has yielded some positive results, with 55% of graduate hires and 35% of all hires in 2017 being female, resulting in an increase in the overall percentage of women in the workforce. While these are encouraging signs, Black & Veatch recognises there is still a long way to go and, hence, the objective of achieving gender balance is a long-term corporate commitment.

If you would like further information, or to discuss opportunities at Black & Veatch, please contact Alison Wynne-Jones, HR Manager (wynnejonesal@bv.com).

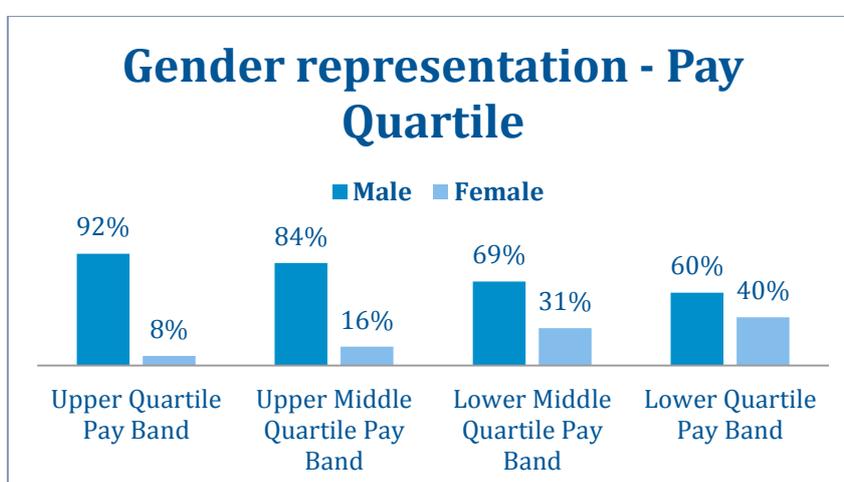
In 2017 the UK government introduced regulations stipulating that all organisations employing over 250 employees should publish gender pay gap information (based on April 2017 data) by April 2018. Moving forward this will be an annual commitment. The methodology underpinning these regulations requires that data covering differences in pay and in bonuses paid is reported. In April 2017 Black & Veatch's UK business had 565 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	2017 (%)
Mean Pay Gap	27%
Median Pay Gap	24%

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.

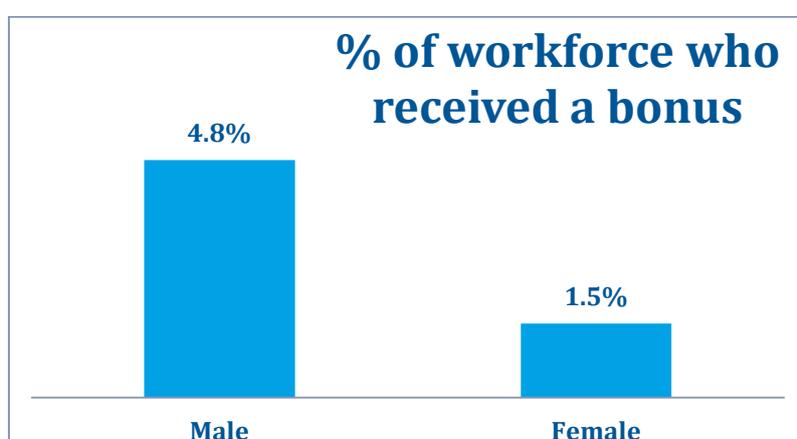


In light of the fact that the UK government regulations are restricted to the gender pay gap and do not extend to equal pay, Black & Veatch undertook further analysis, by grade, of its largest job families. This enabled the calculation of the gender pay differential within the same job type and grade. 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 5%.

Bonus

In 2017 Black & Veatch made a decision, based on the performance of the Water division and the UK Business in 2016, that bonuses would not be paid to UK Water employees i.e. the majority of UK employees.

The only bonuses that were paid out related to some Corporate employees and some employees working outside of the UK i.e. Europe/Middle East/Africa (EMEA).



Due to positive business performance during 2017, a much higher percentage of the workforce will receive bonus payments in March 2018 - that data will be reflected in the next reporting year.

Of the limited number of bonuses paid in 2017, the gender gap was as follows:

Black & Veatch UK	2017 (%)
Mean Bonus Gap	62%
Median Bonus Gap	25%

To see B&V'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>