

# Gender Pay Report

## Our Vision & Strategy

Careys' vision is **"to be the most trusted and socially responsible construction company, that people are proud to work with."** Our vision is our aspiration for the future, it is the **'why' we exist and what we want to become.**

Our vision is underpinned by three strategic goals which are designed to ensure that achievement of short-term financial performance is appropriately balanced with maintaining the Group's culture and longer-term sustainability. These strategic goals are captured under three headings: **Great Place to Work, Operational Excellence, and Partner of Choice.**

We continue to be considerate of gender pay equality as part of our vision.



### What is the Gender Pay Gap?

The gender pay gap shows the percentage difference between average hourly earnings for men and women, regardless of their job role.

As an employer of more than 250 employees, PJ Carey (Contractors) Ltd is required by UK legislation, to disclose information on our gender pay gap. Although the Carey Group employed approx. 1000 employees in April 2022, there are no other divisions of the Group with 250 or more employees and therefore, we only report gender pay gap calculations for PJ Carey (Contractors) Ltd. The figures are calculated using a specific reference date (the "snapshot date"); this is the 5th of April each year.

In April 2022, PJ Careys (Contractors) Ltd employed an average 828 employees. On the "snapshot date", 5th April 2022, PJ Carey (Contractors) Ltd had an employee headcount of 785 ('relevant employees'). Of these, 765 were considered as 'full pay relevant employees' and have been included in our calculations (613 males and 152 females).

## The Data

The table sets out our calculations for all of the reportable data for the 2022 period, alongside a comparison to previous years:

	2019 (not reported)	2020 (reported)	2020 (*projected)	2021 (reported)	2022
Mean Pay Gap	23.1%	32.0%	19.0%	10.9%	15.2%
Median Pay Gap	20.9%	33.0%	20.0%	9.1%	21.1%
Mean Bonus Gap	68.0%	56.0%	-	6.3%	37.6%
Median Bonus Gap	49.0%	17.0%	-	17.2%	16.7%
% of Males Receiving a Bonus	57.0%	93.0%	-	87%	92.2%
% of Females Receiving a Bonus	75.0%	91.0%	-	88.3%	86.6%
Lower Quartile - Men	67.3%	49.0%	70.7%	72.1%	68.2%
Lower Quartile - Women	32.7%	51.0%	29.3%	27.9%	31.8%
Lower Middle Quartile - Men	80.6%	80.0%	76.4%	88.5%	82.7%
Lower Middle Quartile - Women	19.4%	20.0%	23.6%	11.5%	17.3%
Upper Middle Quartile - Men	82.1%	89.8%	84.8%	84.2%	83.8%
Upper Middle Quartile - Women	17.9%	10.2%	15.2%	15.8%	16.2%
Upper Quartile - Men	89.5%	94.0%	87.8%	85.2%	85.9%
Upper Quartile - Women	10.5%	6.0%	12.2%	14.8%	14.1%

\*Our projected calculations include all PAYE employees, and produce an hourly rate based on annual salary and any guaranteed allowances on the snapshot date.

Throughout the report we will review the data in more detail, providing a supporting narrative and an overview of how we are addressing the gap.

## Pay Gap

Our previous, 2021 report, identified a reduction of 8.1% in the mean pay gap in contrast to the projected gap for 2020. Although we see this gap expand to 15.2% in 2022, this is still a

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significant reduction in comparison to the 2019 and 2020 mean pay gaps (which were 23.1% and 32.0% respectively). The mean gender pay gap reducing in 2021, and then expanding in the 2022 report, can be attributed to promotions of women into senior roles during 2021 (upper middle and upper pay quartiles), compared to a focus on bringing women into apprenticeship and early talent roles in 2022 (lower and lower middle pay quartiles).

Our median pay gap has widened from 9.1% to 21.1%, as a result of an increase to the number of women in our lower quartile and lower middle quartiles, which will be addressed further in this report.

Our female headcount in 2022 increased to 20% of our total employee population, compared to 17% in 2021. This is a success of the year and good for our longer-term strategy, although employing more women into entry level and lower paid roles initially has a negative impact on our mean and median pay gaps in the shorter term.

Our female headcount also remained above average for the construction industry on the snapshot date (various estimates put the average at around 14%).

## Pay Quartiles

Throughout the construction industry, most women tend to be in non-client facing roles (in support functions) and unlikely to lead project delivery, which are the type of roles that predominantly make up the top two pay quartiles. Likewise, this is reflective of the roles that women at Careys tend to hold, and so our top two pay quartiles remain relatively unchanged since 2021. In addition to this, our two highest paid women on the Board are not employed by PJ Carey (Contractors) Ltd and are therefore not reflected within our top pay quartile.

Around 3.5% of our total population received promotions in the year to April 2022; 2% of our female workforce, and 4% of our male workforce, which may also contribute to minor changes in the upper middle and upper pay quartiles. Promotions were fewer for this reportable year in comparison to the previous, as a result of post-covid working, Brexit and key clients delaying the start of projects and preparations for some business restructuring which commenced after April 2022.

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Lower Quartile - Men	67.3%	49.0%	70.7%	72.1%	68.2%
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Lower Middle Quartile - Men	80.6%	80.0%	76.4%	88.5%	82.7%
Lower Middle Quartile - Women	19.4%	20.0%	23.6%	11.5%	17.3%
Upper Middle Quartile - Men	82.1%	89.8%	84.8%	84.2%	83.8%
Upper Middle Quartile - Women	17.9%	10.2%	15.2%	15.8%	16.2%
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Our previous activities focusing on succession planning and encouraging internal promotion to the most senior roles has been a contributing factor to a male dominated senior management team as there are fewer women to consider for such moves. It may take 5-10 years for women to rebalance the upper two pay quartiles. Some of our initiatives detailed in 'Addressing the Gap' should help to achieve this.



## Bonus Gap

Our mean bonus gap has increased from 6.3% to 37.6% but our median bonus gap has reduced slightly from 17.2% to 16.7%. The reason for this increase in the mean bonus gap is two-fold. Firstly, a Christmas bonus was paid to our site operational teams in December 2021. The majority of our site operational teams are male, working on Construction site projects. Secondly, a small set bonus payment for eligible employees during the covid 2020-21 year meant the mean average gap for 2021 to be reduced significantly during that reporting year but in the year that we are now reporting there was no bonus paid.

Similarly, the gap between the percentage of men and women receiving a bonus has widened because of these two actions.

We hope to reduce this gap again in future bonus years with the help of a new framework which provides consistency in the percentage of bonus paid across colleagues in the same job band.

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## Addressing the gap

### Recruitment

Our team supporting Resourcing ensures the number of relationships with UK supply chain partners is appropriate to broaden the diversity of both passive and active candidate markets. This year, our focus will be on establishing measures within a Service Level Agreement that sets expectations of broadening the gender diversity of candidate shortlists. We continue to ensure that all external and internal job adverts are gender neutral and appeal to both male and female applicants.

- Understanding what motivates early talent,
- Learning what career development looks like for the younger generation,
- Appreciating the social agendas that are important to early talent,
- Sharing workplace challenges and asking our early talent what they would do if they could run the business for a month.

### Retention

Clearly, female under-representation at senior levels contributes to our gender pay gap. The retention of our workforce is likely to help create more opportunities for us to promote our female population through the ranks, and subsequently increase female senior representation.

We are focused on providing the right conditions for our people to give their best; therefore, Employee Engagement, Wellbeing, and Diversity and Inclusion remain strategic priorities for the company throughout 2023.

We have recently introduced our first ever reverse mentoring scheme so that our leaders can team up with our early talent and better appreciate the perspective of those that they manage and lead. Supported by our D&I Council, our reverse mentoring scheme will provide apprentices and those in the early stage of their careers, with the opportunity to mentor senior colleagues to address modern work challenges, foster mutual understanding and respect, and acknowledge and embrace differences within the workplace. Our mentors and mentees could discuss topics such as:

### Social Value & the Community

Our sustainability strategy features the 3 Cs of sustainability: Carbon, Compliance Plus and Community. The Community element has been supported by the Social Value activity we have engaged with over the past year. This includes several key initiatives to ensure a robust and diverse talent pipeline entering the business, namely, 28 school engagement trips, and the establishment of local college partnerships. We will continue to engage with local colleges to offer skills-based roles to attract a diverse pipeline into the business.

Apprentices in our business have increased to 63 in April 2022 from 29 in April 2021 with 17.5% of these new apprentices being female. All apprentices are supported by internal mentors and the number of mentors in the business has increased from 34 to 41; females represent 27% of all mentors in the business. Of the 7 completed apprenticeships in this period 57% were female.

As well as supporting development and new skills through the targeted use of our apprenticeship levy, we have also sponsored formal qualifications for women both in the vocational and professional qualifications with completions at NVQL2 and Degree level.

## Development

The Learning at the Carey Group Guide and Career Pathways have been developed further, these are key tools which enable our people to support their plans, identify developmental needs and maximise their skill sets to create their best working environment. Embedment of this document into the operation remains a key priority, and upskilling in 1-2-1 and career conversations will further enable our people to make informed decisions as to their career direction. By improving awareness and increasing exposure to opportunities we seek to attract a diverse group and mix of genders on our development programmes to ensure diverse and inclusive succession towards senior roles at Careys.

Adapting our content and moving towards more virtual delivery (38% in April 2022) is one way that we are ensuring our learning offering is more inclusive and attractive to a diverse workforce. There has been more emphasis and flexibility on on-demand learning options that allows for flexible access to learning opportunities.

Strategically we have been moving towards an in-house delivery and accreditation model for our development offering. The engagement of women in some of these facilitation roles has been vital in ensuring that there is female representation in senior roles and ensuring that everyone is learning from someone they can relate to in some way. Of our four key behavioural development programmes we have moved female facilitators to 22% in SHED, 50% in Mental Health First Aid, 60% in Induction and 57% in Unconscious Bias. Behavioural development included

using our Franklin Covey Leading Edge programme to upskill the business in time management, trust building and presentation skills. Over the year 29% of the attendees were female.

In May 2022 we celebrated Learning at Work Week, which was specifically designed in a way that offered a variety of attendance options and delivery methods. The four most attended events covered topics such as sustainability and how to embark on RICS chartership. We recorded an average female attendance of 48% at the 4 most popular events.

## Diversity and Inclusion

To be a truly great place to work, we recognise that we must be a Company that is inclusive and diverse. This means creating a culture and environment where everyone can participate and thrive, and which gives colleagues an opportunity to have their voice heard. Our Diversity and Inclusion Council, now in its second year, further enables making Careys a great place to work. The Council will be identifying key priorities that they wish to focus on that will enable Careys to begin to address key areas such as the gender pay gap.

## Summary

Our gender pay gap results for the 2022 reporting period show that although we have not reduced the gap, we are working long term to stabilise the gender pay gap and continuing to introduce initiatives to reduce both our mean and median pay gap figures. We will continue to encourage and support more women into leadership roles in PJ Carey Contractors. We will strive to continue to address the gap through our initiatives across the recruitment, retention and development channels and work with our local communities to promote successful career pathways in construction for women.

I confirm that the information published on the current gender pay gap figures for PJ Carey (Contractors) Ltd is accurate and has been produced under the mandatory requirements.

**Jason Carey**  
Chief Executive Officer  
PJ Carey (Contractors) Ltd