



Our Vision

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.

The strategy to help us achieve 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*.

Within this reporting period, and in support of our strategic goal of being a great place to work, we have continued our focus across the business on Diversity and Inclusion, and Engagement and Wellbeing, for which we have developed independent strategies.

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 2021, 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 April each year.

On 5 April 2021, PJ Carey (Contractors) Ltd had a total employee headcount of approx. 800. Of these, 730 were considered as 'full pay relevant employees' and have been included in our calculations (602 males and 128 females).

Reviewing the Data

Our calculations for 2020 were severely impacted by measures taken to protect against the financial impact of COVID-19. The result was an imprecise representation of our pay gap, which therefore led to us taking the decision to produce our own calculations had the COVID-19 measures (furlough, pay reductions) not been in place.

Our calculations for 2021 are now reflective of a normal annual reporting period. The table below sets out our calculations for all of the reportable data for the 2021 period, alongside a comparison to previous years:

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

*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 segments in more detail, providing a supporting narrative and an overview of how we're addressing the gap.

Supporting Narrative

Pay Gap

Our reportable data shows that both our mean and median pay gaps have reduced considerably, both when compared to our reported and projected 2020 figures:

	2019 (not reported)	2020 (reported)	2020 (projected)	2021
Mean Pay Gap	23.1%	32.0%	19.0%	10.9%
Median Pay Gap	20.9%	33.0%	20.0%	9.1%

The mean pay gap has reduced by 65.9% compared to the reported figure for 2020 and reduced by 42.6% compared to the projected figure for 2020.

The median pay gap has reduced by 72.4% compared to the reported figure for 2020 and reduced by 54.5% compared to the projected figure for 2020.

This is reflected in an increase in females in our upper two pay quartiles. Our female headcount also remains above average for the construction industry at 17%, both on the snapshot date and today (various estimates put the average at between 11% and 14%).

Pay Quartiles

It is encouraging to see that we now have the highest percentage of women in the upper quartile since we began reporting. We've seen a 146.7% increase in women in the upper quartile compared to the reported figure for 2020 and a 21.31% increase compared to the projected figure for 2020.

9% of our female workforce were promoted in the 2020-2021 reporting period, the same percentage as our male workforce. We hope that this will further support female development into the upper two pay quartiles in the future.

However, we are aware that, as throughout the construction industry, the majority of women at Careys continue to 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. 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.

	2019 (not reported)	2020 (reported)	2020 (projected)	2021
Lower Quartile - Men	67.3%	49.0%	70.7%	72.1%
Lower Quartile - Women	32.7%	51.0%	29.3%	27.9%
Lower Middle Quartile - Men	80.6%	80.0%	76.4%	88.5%
Lower Middle Quartile - Women	19.4%	20.0%	23.6%	11.5%
Upper Middle Quartile - Men	82.1%	89.8%	84.8%	84.2%
Upper Middle Quartile - Women	17.9%	10.2%	15.2%	15.8%
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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 reduced considerably from 56% to 6.3% and our median bonus gap has remained steady at 17.2%. We believe the reason for such a drastic reduction in mean bonus gap is due to eligible employees receiving a set payment during the 2020-2021 'COVID-19 year' instead of an annual bonus.

We're pleased that the percentage of men and women receiving a bonus has remained at a consistently even level since the last report.

We hope to continue this trend in future bonus years as we have recently introduced a new framework which provides consistency in the percentage of bonus paid across colleagues in the same job band.

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% of Males Receiving a Bonus	57.0%	93.0%	-	87%
% of Females Receiving a Bonus	75.0%	91.0%	-	88.3%

Addressing the Gap

Recruitment

Narrowing the gender pay gap will take time in our sector but, in support of our vision of being the most trusted and socially responsible construction company that people are proud to work with, we are committed to developing our early talent policies and practices to be open and attractive to female candidates.

We aim to specifically target an increase in numbers of apprentices and graduates across the company. Key actions taken to support this include:

- Investing in talent and apprenticeship initiatives
- Creating stronger alignment with the company's social value and sustainability strategies
- Broadening the diversity of our early talent workforce across under-represented groups
- Increasing the number of partnerships with schools and colleges to help educate and encourage more female representation into the industry

Our percentage of female apprentices continues to rise, with our overall numbers of apprentices forecasted to increase significantly in 2022. We have a target of 40% female apprentices and trainees in the Carey Group by 2024.

Our Resourcing team has increased the number of relationships with UK supply chain partners to broaden the diversity of both passive and active candidate markets. We have established measures within a Service Level Agreement that set 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. We are proud to continue utilising our digital application platform which applies behavioural science to remove unconscious bias from the selection process. This enables us to collate and analyse equal opportunities recruitment data, including gender. We are still the only construction company, to date, to utilise this method in our recruitment strategy.

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 2022.

Employee Engagement

In September 2021, we rolled out our first company-wide engagement survey to gain insights from colleagues on what a Great Place to Work looks like for them. Some key insights from our engagement survey include:

- 92% of our female colleagues participated in the survey
- 83% of our female colleagues agreed that they would recommend the company as a great place to work

- 77% of our female colleagues agreed that the company demonstrates a commitment to equality, diversity and inclusion

We will continue to actively promote feedback from colleagues and monitor progress with selected focus areas periodically throughout the year through pulse surveys.

Diversity and Inclusion

In order to be a truly great company we recognise that we must be one 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. We launched our Diversity and Inclusion Council in July 2021 to support making Careys a great place to work. During 2022 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.

Benefits

The company has rolled out a hybrid working model aimed at offering increased flexibility and a better work life balance for our colleagues. We've seen an increase in the number of colleagues choosing to work flexibly to support their personal circumstances e.g., childcare commitments.

We plan to conduct a review of our family leave entitlements in 2022 to make these more inclusive.

Development

Access to development is key in growing and retaining our talent, thereby cultivating a dynamic and diverse workforce across all levels within the company. With this in mind, we created our Learning at the Carey Group Guide, a tool which enables our people to support their career development and maximise their skills. We plan to feature career pathways for each area of the company to help our people make informed decisions about their career direction. By improving awareness and increasing exposure to opportunities, we seek to attract a diverse group to our development programmes to ensure inclusive succession towards senior roles in our company.

Balancing work and study can be daunting and with this in mind we have identified and trained a pool of 34 mentors across the company who can effectively support and guide our apprentices and early talent. 26% of our current pool of mentors are female, relative to 19% of our apprentices and 18% of our entire workforce.

Since 2021 we have been rolling out our 'Identifying Unconscious Bias' programme, starting with our leadership team. This course raises self-awareness of existing biases, recognises the value of a diverse network, and encourages our people to act with courage when witnessing limiting behaviours. The course promotes inclusivity and challenging any cultural, social and gender stereotyping. To date 67% of our internal facilitators are female and 55% of the attendees are female.

Summary

Our gender pay gap results for the 2021 reporting period show that we have made good progress in reducing both our mean and median pay gap figures. We are proud to have recently appointed our first female Executive Chair of the Carey Group (as at the date of this publication), and we will encourage and support more women into leadership roles across the company. We will strive to continue to address the gap through our initiatives across the recruitment, retention and development channels.

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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