

# Gender Pay Report

## Our Vision and 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. 811 employees in April 2023, 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 2023, PJ Careys (Contractors) Ltd employed an average 676 employees. On the “snapshot date”, 5th April 2023, PJ Carey (Contractors) Ltd had an employee head count of 670 (‘relevant employees’). Of these, 669 were considered as ‘full pay relevant employees’ and have been included in our calculations (543 males and 126 females).

## The Data

The table sets out our calculations for all of the reportable data for the 2023 period, alongside a comparison to previous years:

	2019 (not reported)	2020 (reported)	2020 (projected)	2021 (projected)	2022 (reported)	2023
Mean Pay Gap	23.10%	32.00%	19.00%	10.90%	15.20%	11.80%
Median Pay Gap	20.90%	33.00%	20.00%	9.10%	21.10%	14.60%
Mean Bonus Gap	68.00%	56.00%	-	6.30%	37.60%	37.20%
Median Bonus Gap	49.00%	17.00%	-	17.20%	16.70%	0.00%
% of Males Receiving a Bonus	57.00%	93.00%	-	87%	92.20%	42.20%
% of Females Receiving a Bonus	75.00%	91.00%	-	88.30%	86.60%	29.50%
Lower Quartile – Men	67.30%	49.00%	70.70%	72.10%	68.20%	68.71%
Lower Quartile – Women	32.70%	51.00%	29.30%	27.90%	31.80%	31.29%
Lower Middle Quartile – Men	80.60%	80.00%	76.40%	88.50%	82.70%	87.12%
Lower Middle Quartile – Women	19.40%	20.00%	23.60%	11.50%	17.30%	12.88%
Upper Middle Quartile – Men	82.10%	89.80%	84.80%	84.20%	83.80%	82.72%
Upper Middle Quartile Women	17.90%	10.20%	15.20%	15.80%	16.20%	17.28%
Upper Quartile – Men	89.50%	94.00%	87.80%	85.20%	85.90%	86.42%
Upper Quartile – Women	10.50%	6.00%	12.20%	14.80%	14.10%	13.58%

\*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, 2022 report, identified an increase of 4.3% in the mean pay gap in contrast to the reported gap for 2021.

Although our gap this year is not as low as 2021, we have seen a 3.4% reduction to 11.8%

for 2023 our 2nd lowest mean pay gap from the reportable years and a 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 2023, can be attributed to promotions of women into senior roles during 2023 (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 closed from 21.1% to 14.6%, as a result of an increase to the number of women in our upper middle and upper quartiles, which will be addressed further in this report.

Our female headcount in 2023 decreased slightly to 19% of our total employee population, compared to 20% in 2022. Although our female headcount remained above average for the construction industry on the snapshot date (various estimates put the average at around 14%). Increasing our female headcount in the company is a continued focus for our longer-term strategy.

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## 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 2022. 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 2023; 2% of our female workforce, and 4% of our male workforce, as a result we have seen a change albeit a minor change in both the upper middle and upper pay quartiles. Promotions were fewer for this reportable year in comparison to the previous, as a result of external factors such as resourcing new talent to the business instead of promotion from within, post-covid working, Brexit and key clients delaying the start of projects and preparations for some business restructuring which commenced after April 2023 .

	2019 (not reported)	2020 (reported)	2020 (projected)	2021 (projected)	2022 (reported)	2023
Lower Quartile - Men	67.30%	49.00%	70.70%	72.10%	68.20%	68.71%
Lower Quartile - Women	32.70%	51.00%	29.30%	27.90%	31.80%	31.29%
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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 remained relatively the same as 2022 decreasing slightly from 37.6% to 37.2%. Our median bonus gap has reduced significantly from 16.7% to 0%. The reason for this decrease in the mean and median bonus gap is two-fold. Firstly, a Christmas bonus was paid to our site operational teams in December 2022. The majority of our site operational teams are male, working on Construction site projects. Secondly, a small set bonus payment for eligible employees due to an operating loss in the year meant the median bonus gap for 2023 is reduced significantly.

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

Attracting women into the industry remains a challenge within the UK Construction market. We have continued to ensure our vacant roles are advertised using gender neutral adverts – appealing to both men and women. In addition to this we now market our roles to jobseekers by highlighting our complete benefits packages (including our family friendly policies – including Flexible Working and Enhanced Maternity) as well as our internal development plans demonstrating our commitment to ensuring all our new hires can see their potential career progression upon joining and have access to the right training and development to propel them further in their careers.

### Social Value and 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.

We have continued to embrace Early Talent within our business and ensure they are supported by our inhouse mentors. We also introduced our Stem Ambassador scheme so our current early talent are able to engage with female school leavers, encouraging those interested in STEM subjects to consider a career in construction.

### Retention

Female under-representation within the business/industry in particular those at more senior levels in our view impacts our gender pay gap. The retention of our workforce is pivotal as it enables us to help create opportunities to promote our female population where possible through the ranks, with a desire to subsequently increase female senior representation within the next 3 years.

We are focused on providing the right tools and support that enable our people to give their best; therefore, Employee Voice, Wellbeing, and Diversity and Inclusion remain strategic priorities for the company throughout 2024.

We recently introduced a bi-annual pay review for our Early Talent colleagues that enable us to continuously review the pay and performance of early talent to ensure any pay disparities are addressed in particular those between our male and female colleagues. As well as ensuring the performance of these individuals is consistent and aligned to the required syllabus, enabling us to continuously grow talent from within.

## 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 planning towards senior roles at Careys.

At Careys we recognise that learning and training is integral to our success. Personal and Professional Development plays a vital role as we strive to achieve our Mission, Vision Values and deliver our Strategic Goals which ensure our continued success. In order to maximise the benefit of our training and development activity, we consider a 'partnership' approach where employees, Line Managers and Carey Group share the responsibility for Learning and Development. Over the year 14% of those that we sponsored via a learning agreement were female.

Adapting our content for virtual delivery 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, with 16% of females attending a virtual session.

Strategically we are moving towards more 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 three key behavioural development programmes we have moved female facilitators to 35% in SHED, 100% in Mental Health First Aid, and 40% in our Black Hat development programme.

Behavioural development included using our Franklin Covey Leading Edge programme to upskill the business in Unconscious Bias and Mentoring, where over the year 50% of the attendees were female. In addition the L&D Team welcomed two female new starts in the roles of Training Compliance and L&D partnering.

## Diversity and Inclusion

The purpose of the D&I Council is to drive change to create an inclusive environment where everyone can come to work and be their authentic self, have equal opportunities to learn and progress and have their perspective represented in decision making across all levels of the company.

Over the last 12 months the council have worked on various internal initiatives to break down barriers within the industry. Such initiatives include creating awareness of International Women's Day and celebrating women within Construction to encourage and support our female colleagues in wanting to not only progress within but also champion the employer brand as a great place to work.

## Summary

Our gender pay gap results for the 2023 reporting period show that we have reduced the gap, we are working long term to stabilise the gender pay gap and continue 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