

PJ Carey (Contractors) Ltd Gender Pay Report for Snapshot date 5 April 2018

Reported April 2019



What is the Gender Pay Gap?

Last year, the UK government introduced legislation requiring all employers with 250 or more employees, to disclose information on their gender pay gap.

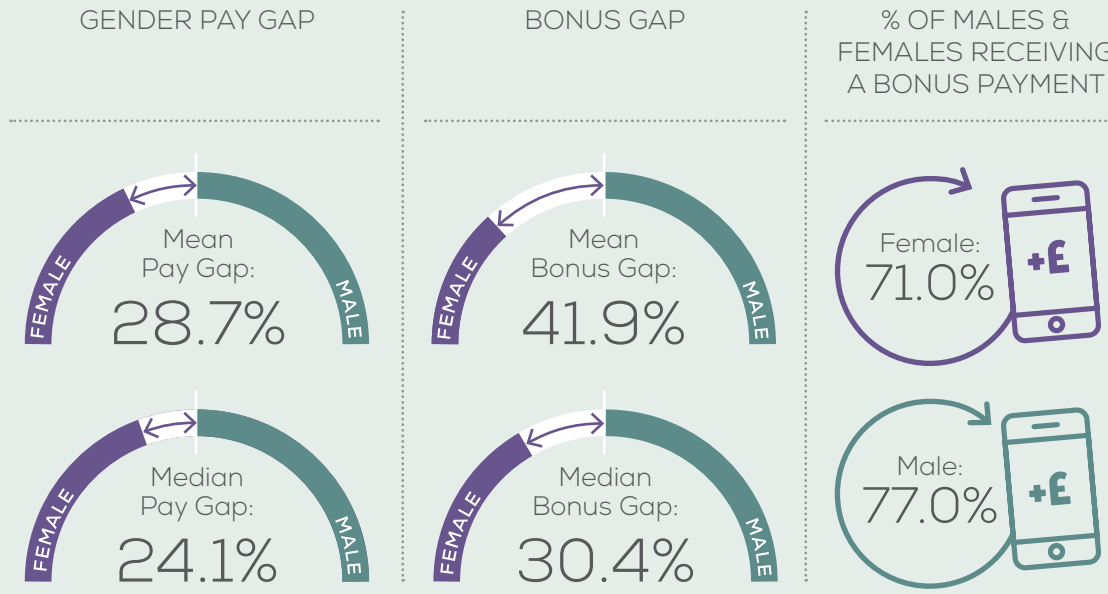
The gender pay gap shows the percentage difference between average hourly earnings for each relevant employee, regardless of their role.

The gender pay gap is different to equal pay, which requires men and women doing the same job to be paid the same.

The figures for the gender pay gap are calculated using a specific reference date; at the Carey Group, this is 5 April each year.

On 5 April 2018, the Carey Group had a total headcount of 1,603 employees. PJ Carey (Contractors) Ltd employed 1,160 of that total headcount. Therefore, as the only employing Company with more than 250 employees, PJ Carey (Contractors) Ltd was solely required to report gender pay gap.

Here is how PJ Carey (Contractors) Ltd measures against the set criteria.



% OF MALES & FEMALES IN EACH QUARTILE BAND

Quartile	Female	Male
Lower quartile:	39.0%	61.0%
Lower middle quartile:	21.9%	78.1%
Upper middle quartile:	13.8%	86.2%
Upper quartile:	8.5%	91.5%

Our Vision & Strategy

PJ Carey (Contractors) Ltd is committed to promoting diversity and inclusion. Our aim is to encourage our colleagues to be better every day. Through the introduction of the Carey Group Vision and Strategy, we strive to create amazing environments for our colleagues to work in. We will attract, train and develop the best people from a variety of backgrounds. We will embed the Carey Way into an inclusive workplace culture.

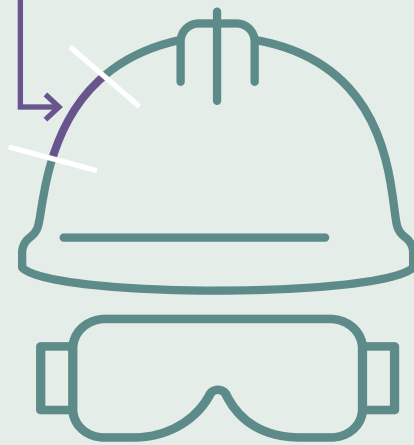
Reviewing the Data

Various sources from within the Construction industry puts the female representation at around 13% of the overall workforce. At PJ Carey (Contractors) Ltd, 18.5% of our population was made up of women on 5 April 2018, which is still low and subsequently had a significant impact on our gender pay gap calculations.

Our mean gender pay gap on 5 April 2018 was 28.7%, concurrently our median gender pay gap was 24.1%.

Women working for P J Carey (Contractors) Ltd are more likely to be employed in administrative roles, therefore non-client facing and unlikely to lead project delivery, which are the type of roles that predominantly make up the top two pay quartiles. For many years, our practice was to encourage internal promotion to the most senior roles; which in turn contributed to a male dominated senior management team. As a result, there is a low representation of women in our upper two pay quartiles. Our male workforce in those upper two pay quartiles tend to benefit from a higher performance-related bonus, amplifying our mean bonus gap.

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Gender pay gap is a hot topic for the construction industry. I look forward to supporting my colleagues in driving initiatives to close the gap at Careys."



Julie Welch
Chief People Officer

Whilst the low representation of women at Careys does account for a larger than average gender pay gap, we are dedicated to providing equal opportunities to all our colleagues, irrespective of gender. We will continue to support colleagues through their development and encourage them to know their value. In the year to 5 April 2018, an equal proportion of women to men working for P J Carey (Contractors) Ltd were promoted (8%). This contributes towards an improvement on the proportion of female representation in our lower middle pay quartile compared to the previous years' figure.

Addressing the Gap

We hope the recent appointment of a female Chief People Officer to the Executive Board of Directors for the Carey Group will lead the way in raising the profile of women in senior roles, creating a new dynamic to promote the activities aimed at reducing the gender pay gap, influencing balance and inclusion of women at Careys.

Recruitment

Attracting more women into the industry is key to closing the gap.

We continue to provide work experience opportunities as well as university placements and Graduate programmes to those entering the industry at the very start of their career.

We have migrated the recruitment process to a digital recruitment platform which applies behavioural science to remove unconscious bias from the selection process. It enables us to collate and analyse equal opportunities data, including gender.

Our internal Recruitment team utilise gender neutrality tools for all recruitment advertisements and job descriptions. This maximises diversity of the applicant pool and ensures language is inclusive of and appeals to female applicants, especially for technical roles.

As a result, April 2017 – March 2018, female employee's headcount increased by 20%, compared to a 5% increase in male employees.

Retention

Retaining women in our Company is another focus area, crucial to improving the gap.

During 2018, we enhanced our maternity pay entitlements and reviewed all family leave policies.

We plan to review our key People policies including Flexible Working, Absence Management, Equality & Diversity, with the aim to inspire amazing working environments for both female and male colleagues.

We realigned our Project Support team, the team with the highest percentage of female colleagues, to provide clearer progression routes for women, and well-designed opportunities to develop skills.

We offer pathways to progress into technical and managerial roles via targeted internal advertisement, to support retention and develop our administrative workforce.

Development

Supporting our female colleagues in their professional development will help to ensure women are represented at all levels of the business.

We will continue to deliver and expand our leadership development programmes to enable a clear succession of more women into senior roles.

In selecting individuals for these programmes, we are actively looking to broaden the diversity within our senior tiers. Individual learners are also able to access the coaching support that best suits them on their own learning and development journey.

In the context of gender pay and narrowing the gap over time, it is important that we continue to encourage female applicants for our apprenticeships and training programmes at all levels, and in all disciplines.

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.

Steve Regan
Chief Executive Officer
PJ Carey (Contractors) Ltd

