

A photograph of three people in a modern office environment. A man is seated on the left, looking towards a woman standing in the center. The woman is smiling and looking at a laptop on a counter. Another woman stands on the right, also smiling and looking at the laptop. The background features shelves with plants and two large black pendant lights hanging over the counter. The image is overlaid with a dark blue gradient.

Gender pay report 2021

PICK
EVERARD

Together, we deliver better



‘Pick Everard’s work in diversity, inclusion and belonging is fundamental to our core values. We believe diversity is a catalyst for innovation and positive change. It fuels great results and supports our business growth. It connects us closer to our clients and the communities we serve. It affords us access to new talent and untapped skills.’

We recognise that greater diversity, inclusion and belonging will strengthen our talent density, one of the dream goals for our business plan to 2025. We’re building a culture where difference is valued and where all people are welcomed no matter who they are or what their background. We’re encouraging diverse views and involvement from all our staff. We are proud to operate a strict meritocracy. We drive an employee experience where everyone feels empowered to bring their full, authentic self to work. Comfortable being who they are.

At Pick Everard, we know there is not a ‘quick industry fix’ to attract a gender diverse workforce, and we are committed to changing opinions both within the industry and the wider community. The property and construction sector suffers from being institutionalised as a particularly male dominated industry; we need to be more diverse and attract new female talent to help bridge the skills gap, to enhance competencies and increase efficiencies.

Investing in our team and developing a pipeline of female future talent has always been a priority at Pick Everard and we have made good progress – recruiting and training diverse apprentices and graduates, implementing new systems for personal development and offering a flexible approach more tailored to female employees. But we’re excited that there is more to do and the potential skills that this will bring to the industry.

Reporting on gender pay allows us an opportunity to highlight and address long-standing disparities and illustrate the lack of female representation within the industry, especially within senior positions. For Pick Everard, the gender pay gap is closing and our aim is to lead by example. We know that we will not reduce the pay gap completely until we promote opportunity, recruit, develop and progress females throughout the industry into the positions that attract higher salaries.

During the last 12 months, we have spent time reviewing our strategy to inspire, attract and nurture a talented, diverse and inclusive team across the business. Our dream goal is to deliver ‘Inspiring careers for exceptional people’. Our people strategy for 2025 lays out a new and ambitious approach to drive long-term improvements that will bring changes in behaviour, to give us a culture that ensures that the benefits of a gender diverse workforce are recognised.



DUNCAN GREEN, MANAGING PARTNER

WHAT IS THE GENDER PAY GAP?

The gender pay gap is the percentage difference between average hourly earnings for men and women within a business.

This is a direct comparison and doesn't take into account job roles, experience or seniority of the individuals.

A gender pay gap report is a government requirement for businesses with over 250 employees. At 550 employees we fall comfortably within that category.

HOW IS THIS DIFFERENT TO EQUAL PAY?

The pay gap isn't the same as equal pay. Equal pay - that men and women doing the same job should be paid the same - has been a legal requirement for almost half a century.

At Pick Everard we are a meritocracy. We are confident that all our employees are paid equally for equivalent jobs and that reward is appropriately based on skills, experience, contribution and outcomes.

THE OPPORTUNITY GENDER PAY REPORTING PRESENTS

Reporting on gender pay is a positive opportunity for our industry to address long standing disparities in the make-up of the workforce and how we develop and reward the talent within it. As part of a wider diversity and inclusion strategy, Pick Everard has great potential to support the industry in attracting and retaining diverse new talent. We are committed to innovative, fair and ethical practices and ensuring Pick Everard is a great place to work.

PICK
EVERARD

 Inspiring Careers
for Exceptional People



ELIZABETH HARDWICK-SMITH
GROUP PEOPLE AND CULTURE DIRECTOR

New beginnings

I was delighted to join Pick Everard as Director of HR & Training last year, in April 2019. Stepping in to a new role provides a welcome opportunity to take stock, review the practices in place and to initiate new ideas.

In 2018 we saw a number of changes at Pick Everard; we marked the retirement of two long-serving members of our team – Joanna Griffin-Shaw, Senior Partner and Jo Morrish, Director of HR and Training, whose joint tenure equalled 41 years, both leaving having made an impressive contribution to our business through a period of notable growth.

Pick Everard has been busy developing and progressing female talent across the business, ensuring that appropriate succession can take place for our senior roles. We are also pleased to be able to continue to work with another former senior female colleague on a consultancy basis and we are looking forward to recent female promotions having a positive impact on our future reporting periods.

The annual gender pay report has required a closer look at a crucial and challenging aspect of our industry and how our practices at Pick Everard are proactively responding to that.

In reviewing the latest figures, I have carefully reflected on my own experiences of working at Pick Everard as well as the experiences of others. I've talked to both women and men starting and developing their careers here; I've noted the successes the Practice has had over the 2018/2019 reporting period and how we subsequently responded to the Covid-19 period; I've considered what we do differently to others in the industry and have been impressed with how Pick Everard consistently champions and encourages the success of women both within the business and externally, in both general business and STEM careers.

We have undertaken an extensive review of 'where we are now', which identified the need for a new ambitious approach in our people management and development. We have a clear understanding of where we need quick and meaningful action and how we can drive long term, resilient, improvements and enhancements in our people practices throughout the business.

There is much to look forward to at Pick Everard.

In 2020, we launched a new five-year People strategy which will transform a number of our people practices. This strategy maps out our journey to providing 'Inspiring Careers for Exceptional People', focussing on five core strands of employee experience:

- + **DIVERSITY & INCLUSION:** A new diversity and inclusion strategy to better attract, develop and champion all under-represented groups.
- + **RECRUITMENT:** Raising the profile of Pick Everard and the industry at large through more diverse direct hire routes.
- + **LEARNING:** A new Pick Everard professional map and new routes to career development to unlock excellence and ambition in all of our people.
- + **FLEXIBILITY & REWARD:** A review of how we work and how we reward output.
- + **EMPLOYEE INVOLVEMENT:** We'll continue to look for new ways to inspire, involve and engage our people in how we evolve as an employer.
- + **CORPORATE SOCIAL RESPONSIBILITY:** We're committed to increasing our presence in STEM initiatives and undertaking stronger coordination of our STEM based activities nationally.

Our new strategy presents an exciting step change for Pick Everard. We will be driving change in a number of strategic priority areas, strengthening our position as an employer of choice, attract and develop the best talent and create a great place to work.

We're already off to a fantastic start. We have launched our diverse #BeingPickEverard careers campaign that showcases our identity, the successes of our people and the various career choices available within our industry.

We've overhauled our recruitment practices to reach new talent pools and better monitor our candidate mix. Our new 'People Hub' platform has also set a strong foundation for our people in understanding their learning, career development and reward options more deeply, as well as providing better visibility of our core policies.

Our leaders are committed to growing and developing a talented, diverse and motivated team across the business. Together, we're all looking forward to taking our new people strategy forward and seeing the results reflected in our onward gender pay journey.

"Pick Everard is like a very large family. I came into the company quite young and I have also had a child whilst working at the firm and have received a great amount of support in regards to returning from maternity; having the trust to be able to change my working hours on particular days, dependant on child care. You do not get that everywhere and it's a huge thing to feel comfortable and happy where you work and for me, that's Being Pick Everard."



KAREN BUTLER,
ASSOCIATE - BUILDING SERVICES

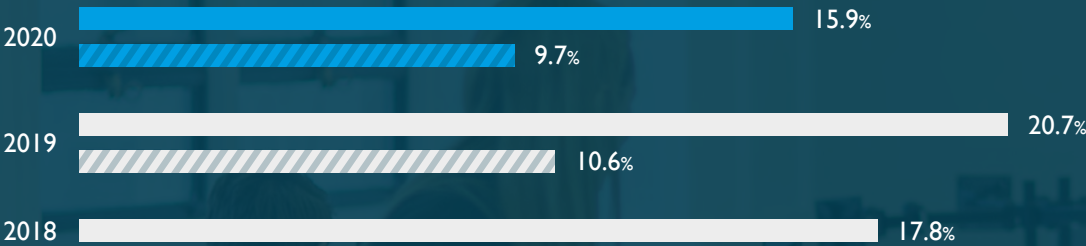


Gender Pay Report 2021: the numbers

Whole Business (Technical and Business Support Staff) Technical Delivery Staff

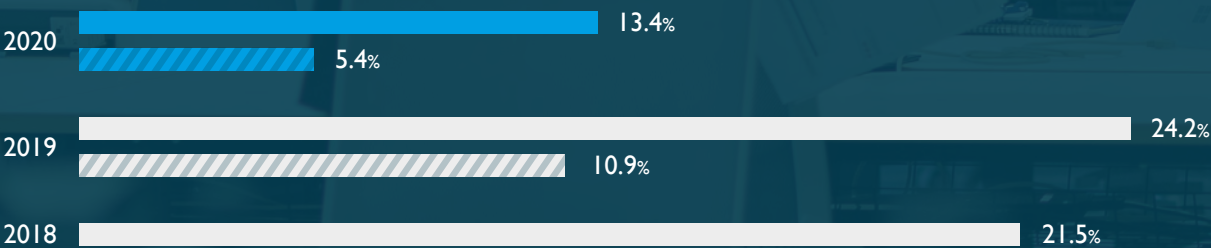
MEAN GENDER PAY GAP

The Mean Gender Pay Gap is calculated by comparing the total pay bill for male employees and the total pay bill for female employees and expressing the difference as a percentage.



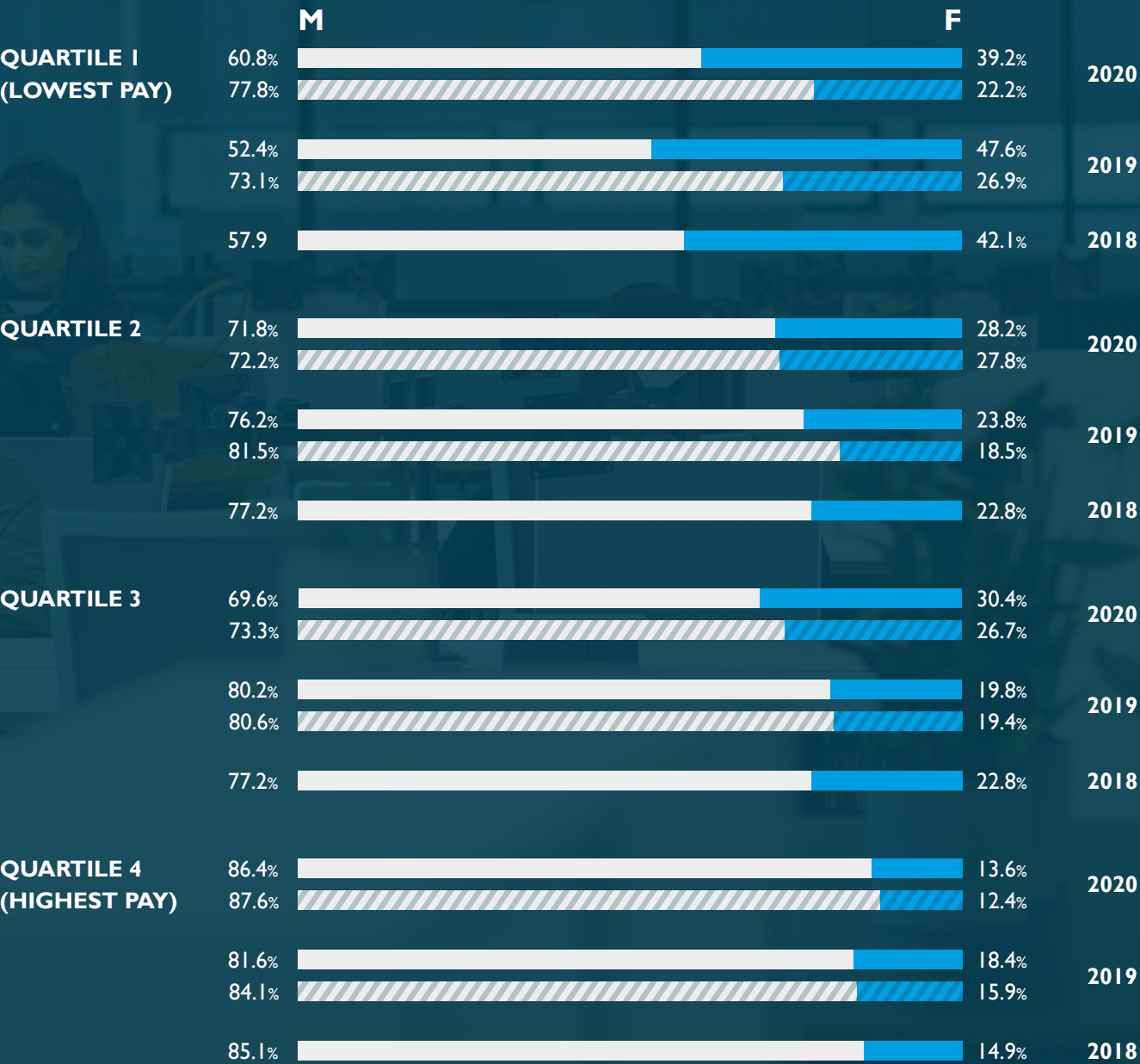
MEDIAN GENDER PAY GAP

The Median Gender Pay Gap is calculated by taking the middle figures when you place male and female salaries in order and expressing the difference as a percentage.



PAY QUANTILES

We are required to break down the statistics into four equal pay quartiles. That means listing and sorting the rates of pay for all employees and splitting into four sections, showing the percentage of men and women in each quartile.

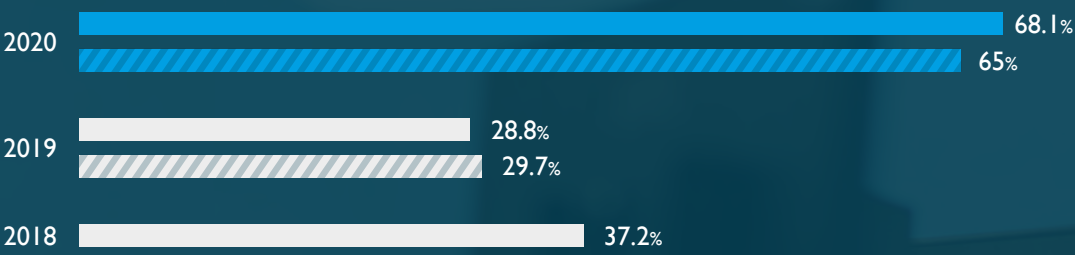


BONUS REPORTING

The difference between bonus payments made to males and females in the 12 months preceding 5 April 2019.

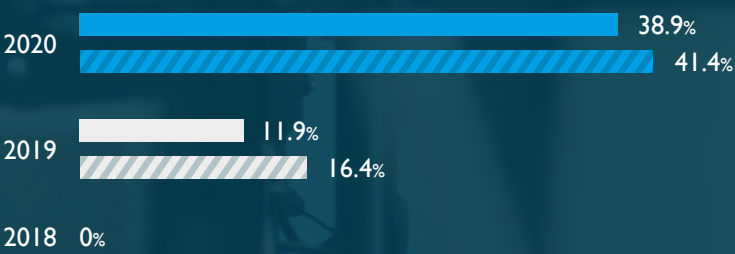
MEAN GENDER BONUS PAY GAP

The Mean Gender Pay Gap is calculated by comparing the total pay bill for male employees and the total.

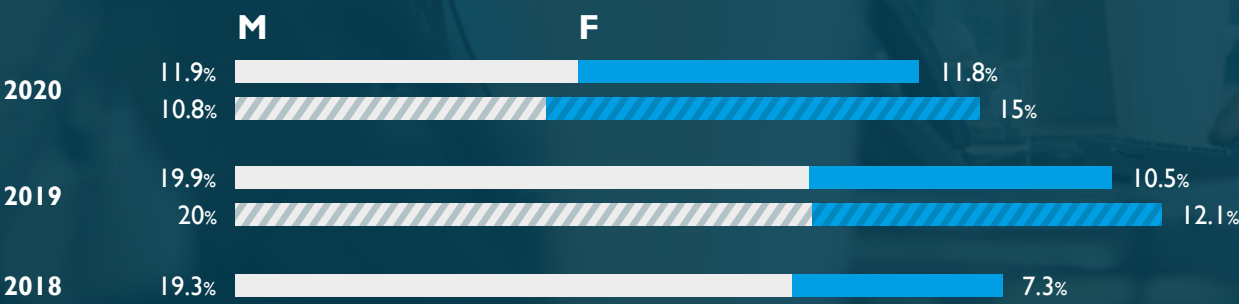


MEDIAN GENDER BONUS PAY GAP

The Mean Gender Pay Gap is calculated by comparing the total pay bill for male employees and the total.



PROPORTION OF EMPLOYEES AWARDED A BONUS FOR 2018



“I have had support from the partners and it was lovely to be supported with the decision in regards to my promotion. It’s great to be recognised and for the partners to see that I have worked hard for my promotion and that I am deserving of it. I am very happy where I am and even my husband has noticed the level of support I have received from great people and how I fit in at Pick Everard.”



HANNAH HAMILTON,
ASSOCIATE - STRATEGIC DEVELOPMENT MANAGER

“There aren’t enough women in senior positions and technical staff promoted. Pick Everard’s culture is brilliant as it gives women more of a voice. I believe there should be more representation at board level and speaking to every level within the organisation and interaction throughout the whole company. Also targeting female graduates to get their ideas to move forward within a male-orientated environment. There is no excuse as to why we can’t have more female partners.”

AARTI RAJ,
DIRECTOR - QUANTITY SURVEYING



“Having representation across the many different levels within the practice and having more women at the top will attract young female talent to the industry. Seeing women in different roles is refreshing and many women in my team have had children; some work part time, some work full time and it is good to know that I shall have options for the future and progression opportunities are not limited for mums within Pick Everard.”



LILLIE BAMFORD,
ARCHITECTURAL ASSISTANT



Inspire

At Pick Everard, we want to lead the way in inspiring people to embark on careers within the property and construction industry – and encourage them to grow and develop within it.

We have many inspirational role models within our business and we are committed to telling their stories both internally and to a wider audience. Our strong social media presence allows us to showcase the collective and individual achievements of the people who work with us, whether this be project or academic success or sharing their journey into the industry.

In early 2019, we were shortlisted for the NCE100 Awards in the Diversity Leader of the Year category. We are proud that the success of our people has been recognised at multiple awards, with the following female employees shortlisted for their contribution to the industry: Faye Haldane, Natalie Clemson, and Ali Ratcliffe. We were also delighted to celebrate Joanna Griffin-Shaw's Lifetime achievement award from the East Midlands Business Community.

Our teams have also received accolades, with our HR team and Compliance and Performance team both shortlisted for Team of the Year at the Enterprising Women in Business Awards.

International Women's Day

To support International Women's Day, we hosted an internal event focussing on 'Closing the Construction Industry Skills Gap' through female participation. Including a range of external speakers, our employees were invited to give their views on closing the skills gap.

Industry Voice

At Pick Everard, we strongly believe in the philosophy 'if you can see it, you can be it' and we work hard to use our experience and expertise to inspire others. We are active in the business community and we regularly get involved with a range of different events aimed at providing a voice to the industry and visible role models in the spirit of informing and inspiring other fellow professionals.

“I started at Pick Everard in 2016. I liked the ethos of the firm and when I looked at the website, they had a female partner at the time who was an architect. I had trained in architecture also and thought if a woman was able to get to that position, it says a lot about the firm. Due to personal circumstances, I had to move location and the firm did everything they could to help me and to keep me at Pick Everard.”



NISHA CHAVDA,
SENIOR PROJECT MANAGER



Attract

Throughout the reporting period, Pick Everard has continued to reach out to a diverse audience through various routes to attract new talent. We have invested further in early career hires, targeting more people across new geographical locations at university fairs as well as school leaver careers fairs across the country.

We have an established STEM ambassador programme which provides our people with a unique opportunity to reach out to younger groups in a creative and engaging way. We also encourage work experience and summer placements to come and do real work with us that is meaningful and truly aids their understanding of the industry.

We're careful to use gender neutral language in our job adverts to ensure we attract a positive balance of male and female applicants, and we continue to have a focus on an advertising strategy that is wide reaching – across well known platforms and those targeted at specific groups.

We have also encouraged mobility in our career offering. We've seen a number of our female colleagues move from one discipline into another or move locations to further their career and gain experience in a new area. This is an excellent way to retain and develop our own talent to better effect and address some of the disparities of gender imbalance in our technical teams.

“We do a lot to support women in construction and promote this a lot. We are very strong with the STEM programme which is important to promote the industry and shows the younger generation within schools that they have a career path. The promotion of diversity is done organically by the fact that no one is held back because of their background or gender. Everyone is celebrated the same, however I still believe more could be done on this.”



**MATT HALL,
NATIONAL DIRECTOR - PROJECT MANAGEMENT**

Nurture

We are committed to providing the space, support, training and guidance for everyone at Pick Everard to prosper. We proactively support the personal development of our staff and nurture their varied and diverse interests. We know how important investing in our staff is to the success of the firm and our future growth.

For example, we recently facilitated a career change for a member of our bid team who was eager to move into a HR role. In doing so, we added a full-time, dedicated learning & development advisor to our HR team which has enabled us to make strong progress in how we design, develop and provide learning opportunities to our people across multiple mediums and locations.

WE PROVIDE:

- + Pickademy – an online learning platform, which provides the opportunity for our people to learn flexibly in a way that suits them.
- + Early career training schemes – developing employees in a range of technical and soft skill requirements.
- + Investment in in-house job lead training.
- + Compulsory equality and diversity training for managers.
- + Lunch and learn sessions.
- + College and university attendance sponsorships.
- + Family-friendly policies to ensure our people have access to flexibility and enhanced maternity pay to support their evolving lifestyle.
- + Coaching, mentoring and career conversations to help support staff their own personal career direction

We don't let lifestyle or lifestyle changes get in the way of our people's career progress.

What next?

We are working to bring in and develop a more diverse workforce at Pick Everard, driving a strong representation of society into our Practice. We are committed to ensuring every individual is comfortable being themselves and able to bring their best selves to work every day. Our ultimate goal is to achieve gender parity across our organisation at all levels.

We know what's really important is ensuring we have the right interventions in place to ensure that Pick Everard is a place that all women can thrive. Our people and culture strategy will bring more marked changes in our practices over the next few years. We'll see new approaches implemented across the core priorities of our people offering, including:

Strengthening the progression of our female talent to senior level

Introducing new agile ways of working to support a positive work-life blend

Evolving our rewards to keep our talent motivated, appreciated and retained

Reviewing and adapting our talent attraction and talent development practices to make the candidate and employee experience more inclusive.

We are committed to continually measuring our progress and taking the correct actions to ensure meaningful and sustained change. We recognise this can only be successful with the right culture and environment. To this end we will be launching a clear message to our people through a new core values programme designed to inform and inspire our staff to demonstrate the right behaviours, welcoming all colleagues irrespective of background and valuing them for the contribution they bring.

PICK
EVERARD



Inspiring Careers
for Exceptional People