

A man and a woman are sitting at a table, looking at and pointing to various charts and documents. The man is on the left, wearing a light blue shirt and glasses, and the woman is on the right, wearing a dark top and a patterned skirt. They appear to be in a professional setting, possibly a meeting or a collaborative work environment. The background is slightly blurred, showing what looks like a modern office or a public space with large windows.

Gender pay report 2022

PICK
EVERARD

Deliver better together.

In common with most businesses, the last 12 months has seen the Covid-19 pandemic playing a major part in the normal day-to-day operations of Pick Everard. Throughout, the commitment of the firm has remained focussed sharply on the wellbeing of our people who have ensured Pick Everard has not only remained a safe place to work but has continued to thrive and succeed. We care about our staff, and our biggest challenge was to look after them as we entered such unusual times. We followed closely the Government's coronavirus guidance and took measures to safeguard jobs and ensure the long-term stability of the business.

Diversity, inclusion and belonging would be crucial if we were to maintain our business plan objective to deliver better together, and our work in these areas played an important role in our journey through the pandemic. Our Covid-19 committee, formed to coordinate safeguarding actions, brought together staff from all walks of life within the firm to ensure a balanced and inclusive approach to our decision-making.

Despite the pandemic, the major challenge in meeting our business plan objectives, particularly in terms of growth and diversity, is recruitment. The property and construction sector remains largely male-dominated and major improvement is needed in terms of diversity. The industry is still failing to attract females and candidates from minority groups, who are choosing to develop their careers elsewhere. The engineering disciplines within property and construction are most heavily affected. This in turn exacerbates the skills shortage as the sector fails to benefit from a substantial proportion of the employment pool at all levels of training and experience.

Reporting on gender pay allows us to highlight and tackle this long-standing challenge and change must start from promoting STEM activities in schools and continue all the way up to positive and proactive initiatives being demanded by senior management. The industry must better promote the opportunities to attract, recruit, employ and develop females into the wealth of roles that exist at all levels within property and construction throughout both the public and private sectors.

Throughout the year we continued to recruit and train apprentices and graduates from all sectors of the community. We have supported initiatives that have specifically targeted the recruitment of females into careers at all levels in the property and construction industry, and we have ensured we have the training tools and systems in place for personal and professional development of all staff. Addressing the skills shortage and closing the gender pay gap go hand in hand.

We know we are on a journey, as indeed is our entire industry, and whilst we have been successful in recruiting females into the industry and almost half of all staff promoted within Pick Everard in the past year are female, we know we still have much to do.



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 more than 250 employees. At 600 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.

Our Commitment

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, retain and reward the talent within it. We know there is more to do, and we are committed to being a strong and active voice within the industry to drive change in this area. During 2022, enhanced diversity balance will continue to be a core driver of our recruitment, employment, and learning and career progression policies in how we attract, retain and develop a wide range of talent within our business, as well as continuing our STEM outreach in local schools.

Our goal will be not only to establish improved ratios in 2022 and beyond but importantly to demonstrate that viable pipelines to far greater diversity balance in Pick Everard have been established for the future, all underpinned by innovative, fair, and ethical practices.



Elizabeth Hardwick-Smith,
Group People and Culture Director

Our Context

At Pick Everard, our people are our priority. We are putting a stronger than ever focus on enhancing employee experience as well as continuing to support the attraction and development of exceptional talent within the industry. 2020 and 2021 demanded new levels and methods of employee involvement, a robust focus on wellbeing and the launch of a new listening and engagement strategy designed to inform and reassure, as well as understand what was most important to our people during a time of challenge and crisis.

Throughout the pandemic, we accelerated our innovation, utilising technical capabilities to introduce new methods of communication that spanned Practice-wide broadcasts, online discussion groups, extensive use of engagement surveys and virtual employee involvement forums. Across our diverse workforce, our engagement results showed during this period that our employees felt they were treated fairly, regardless of different characteristics or how they identify, and that people of all cultures and backgrounds are respected, looked after and valued here at Pick Everard. Our people enjoy a stronger employee voice than ever and use it consistently to help us shape how we can do better.

Like many organisations, we faced difficult decisions regarding furloughing, a recruitment freeze and cost reduction programmes during 2020 and 2021. This, in turn, had an impact on the positive journey we had started in addressing our gender pay gap. Our 13-point Equity, Diversity & Inclusion plan has been created to drive long-term change. This takes time and requires ongoing effort and attention and we continue to build positive energy around the strategy and its purpose, boosting colleague engagement and encouraging uptake of all initiatives, despite this set back over the latest reporting period.

One such example is how we have positively embraced more flexible working opportunities during this period, opening up more choice for our people in how they want to experience their working lives with us. During the pandemic, this started with understanding the demands our colleagues were under at home with caring responsibilities and home schooling as well as extensively understanding their physical and mental health. We looked to be more flexible than ever in their working hours and took into account employee feedback when making decisions regarding furloughing. This enabled our people to work in a way that better suited their needs during such an unprecedented time. We have since set in place a framework for hybrid working so that our people can continue to manage their working weeks through a 'right work, right place' approach. We are all benefitting from the opportunities to collaborate together in person more, balanced with quiet time to focus on actions.

We also recognised quickly that all of our people - each with their own unique background - had different expectations and demands upon them during the pandemic, as well as different levels of resilience. We doubled the number of mental health first aiders in the business and implemented our 'call a colleague' initiative to reach out to everyone in the organisation. We presented several lunch and learn sessions on personal resilience and ran virtual social events to raise spirits and stay connected.

Amongst all of this change, what has remained consistent for us throughout this period is Pick Everard's commitment to attracting culturally diverse talent and providing them with personal and professional development opportunities that will enable them to become 'the best they can be'. We do so because we believe the catalyst for - and delivery of - our ambitious business objectives is achieved through the empowerment and development of our people. How we plan for and manage capability had to change during the pandemic to meet the evolving needs of the industry and markets in which we operate, as well as the remote nature in which we had to work. As we saw a 100% shift to virtual learning, so too did opportunity open up for our people to learn in a more agile way – at a time and place that best suited their needs.

We have had a number of achievements and breakthroughs under our people strategy during this reporting period, driving us along our onward journey through an ongoing programme of change.

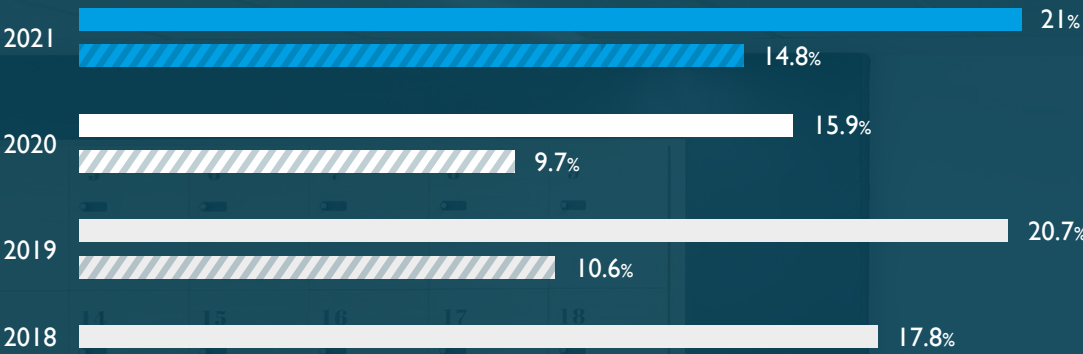


Gender Pay Report 2022: the numbers

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

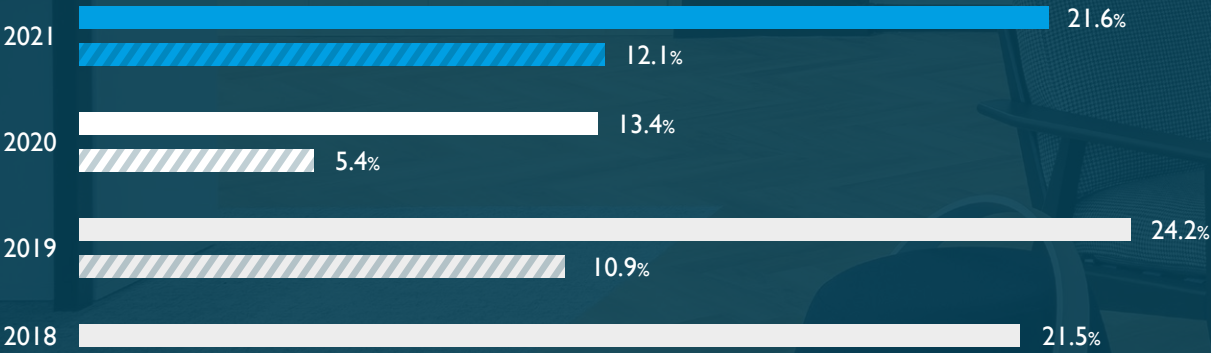
Mean Gender Pay Gap

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.



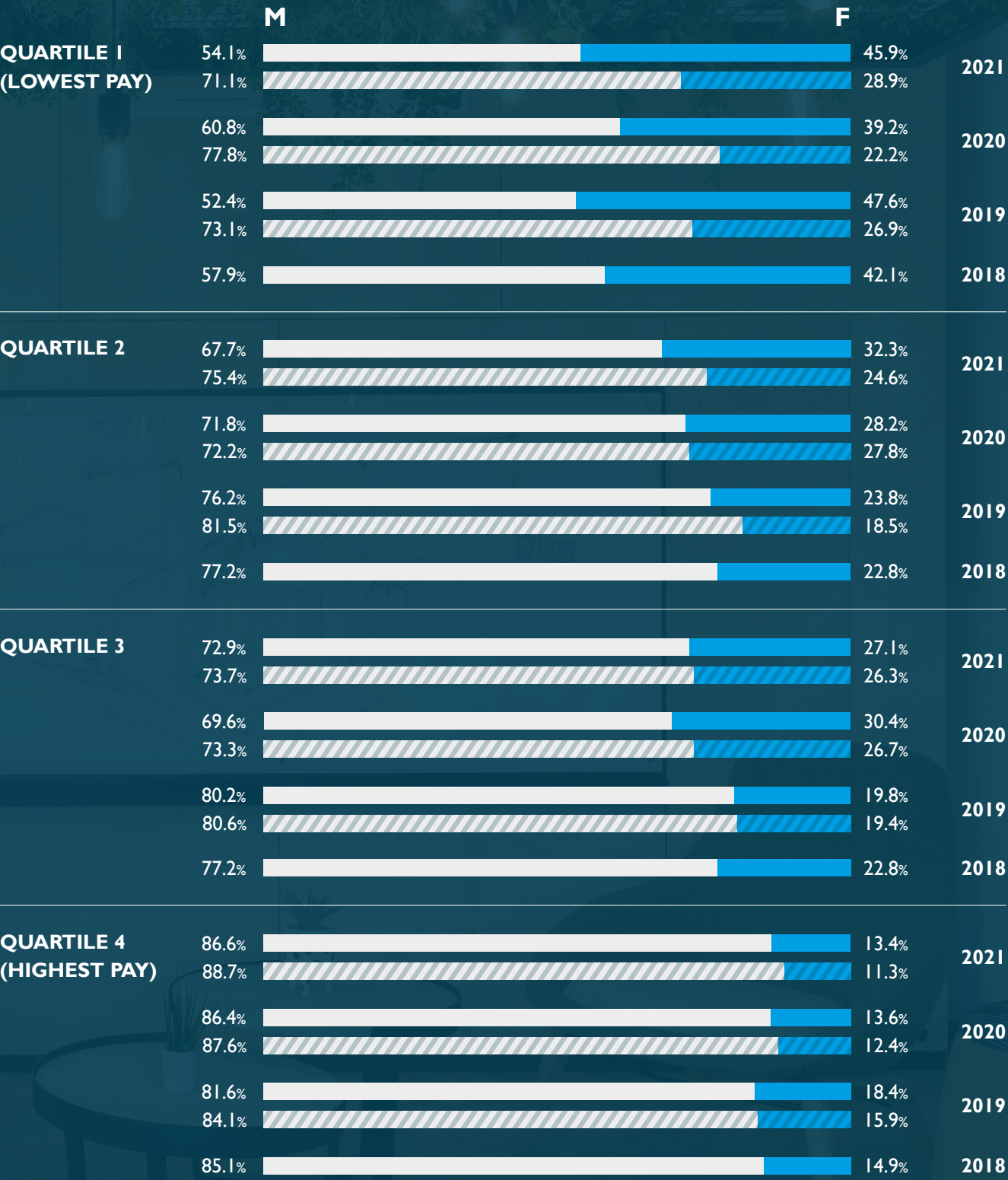
Median Gender Pay Gap

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 Quartiles

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.

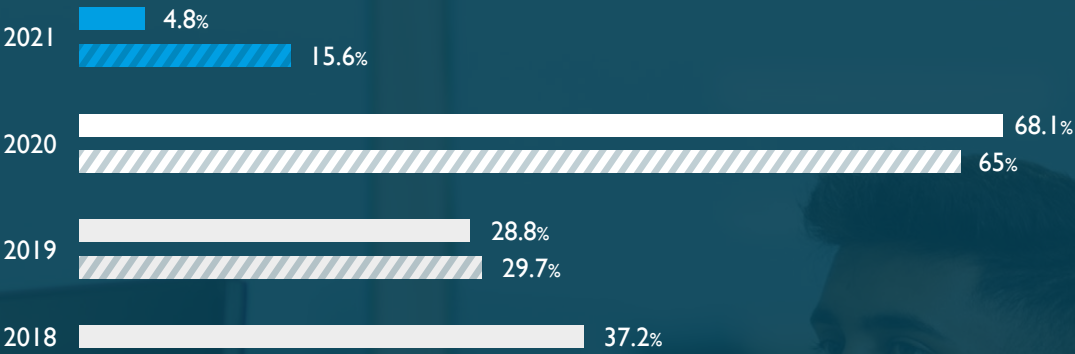


Bonus Reporting

The difference between bonus payments made to males and females in the 12 months preceding 5 April 2020.

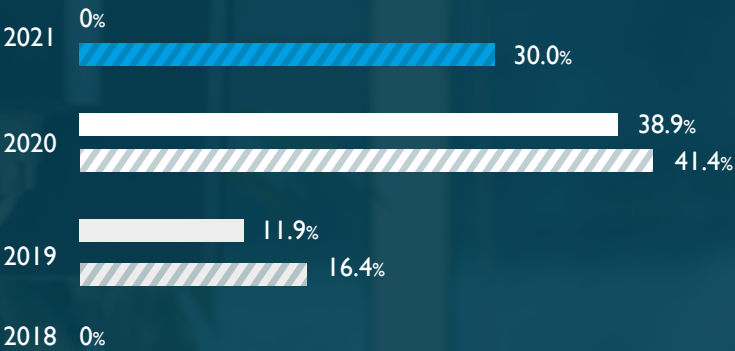
Mean Gender bonus pay gap

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

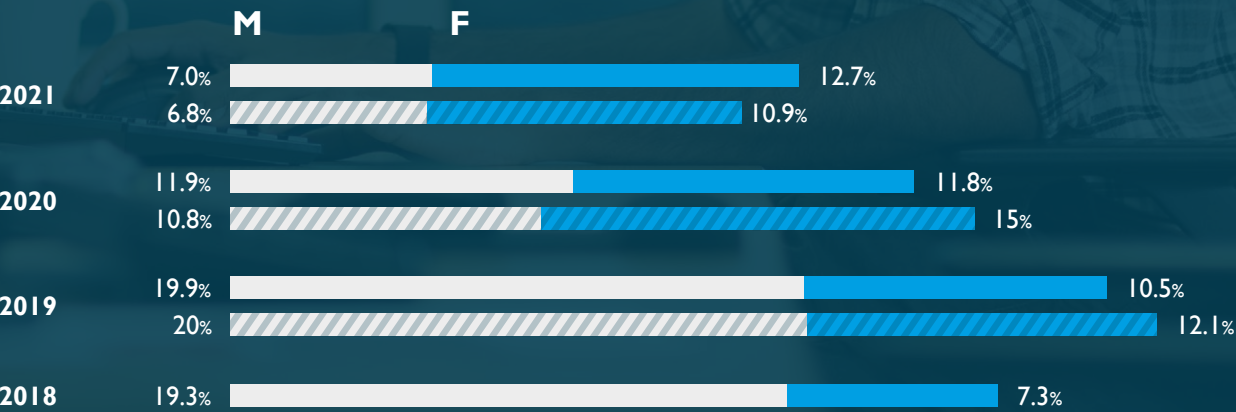


Median Gender bonus pay gap

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 2021



Inspiring the next generation

In 2021 we trained more than 40 new STEM ambassadors within the business, taking colleague involvement up to 10% of the business. We remained highly active on the school, college and university circuits, representing Pick Everard and the industry at large across the UK in a range of virtual workshops and fairs.

Our work aims to inspire students to pursue STEM subjects and consider the property and development industry as a fulfilling and rewarding career option. Our Being Pick Everard campaign supports this further, showcasing the diversity of opportunities available to people within the industry and enabling them to view role models so they can 'see it, and ultimately be it'. To date we have featured 58 colleagues across social media and our website for Being Pick Everard, through a mix of blogs and podcasts.

We are committed to social mobility and have signed the Social Mobility Pledge. We will continue to work to reach out to schools or colleges to provide coaching through quality careers advice, enrichment experience and mentoring to people from disadvantaged backgrounds or circumstances. Social mobility forms a critical area of our 13-point EDI plan.

We have also increased our activity in community projects, with 800 hours being dedicated to community endeavours across our workforce.

The impact of our efforts includes the attraction of new early career talent. We're supporting and mentoring 47 colleagues in the early stages of their careers, across multiple disciplines in the role of apprentice or graduate. We also welcomed 4 work experience and 8 summer placement students and a further 2 are enjoying an industrial year with us within our management services business unit. 35% of these early career colleagues are female.



Attract

We have continued to maintain a strong and successful direct hire rate with more than 91% of our talent being recruited direct by our Talent Acquisition team. Opening up new lines of entry to Pick Everard, the team has worked hard to attract a diverse range of talent at all stages of recruitment and in all areas and levels of the business – continuing to recruit the best people for each role. We've broadened our talent pool by introducing more work-life harmony and autonomy for people to work more or permanently from home. We have also taken tentative steps to engage overseas talent with exceptional skills.

We have implemented new careers brochures to appeal to all backgrounds, sharing more information on what it's like to work for Pick Everard and we have reviewed our selection processes to ensure they are more inclusive. We review our practices regularly with our people pillar talent attraction group, ensuring we reach the widest of audiences in the fairest way.

We continue to align our practices to awareness days such as International Women's Day, National Apprenticeship Week and Women in Engineering week, as well as sponsor the Enterprising Women STEM Award. We have broad and successful social media strategy that supports our profile year-on-year.

We have also adapted our onboarding practices to incorporate key training on our values, our culture and ensure all new joiners complete our mandatory training in Dignity at Work. We catch up with every person through new joiner listening interviews to ensure our people are well supported, regardless of career level or background.

The impact of our efforts has seen colleagues describing our recruitment approach as a strong step forward and we're receiving a broader range of applicants. Our new joiners are also showing themselves to be one of our most engaged groups within our staff surveys, a view supported further by their feedback in their new joiner listening interviews.



Nurture

One of our key goals during Covid-19 and coming out of the pandemic has been to ensure that all colleagues returning from long-term absence feel supported, engaged and part of the business again, while enjoying equal opportunity to progress.

During 2020 and 2021 we increased our mental health first aid population, ensuring a UK presence, as well as trained 30 of our line managers in workplace mental health. We increased our wellbeing e-resources on our People Hub and implemented our 'call a colleague' initiative. In addition, we set a KPI of implementing stress support plans for 100% of all cases of long-term absence due to stress, anxiety or depression. We have continued to invest in our EAP as well as run lunch and learn sessions on a wide array of wellbeing topics.

Despite being remote, we also continued to invest in our people and transformed our learning offering so that staff could continue to benefit from the training and career development that matched their needs in a new virtual set-up. Our aim is to empower all colleagues to own their career path and seek out developmental opportunities. We have put lots of energy during this period in to developing a new competency framework, skills matrix and appraisal system so that staff are clearer on expectations as they move their career from one level to the next.

Our key successes in this area include:

- + Implementing our RISE mentoring programme, where 43 % of our participants are female.
- + Implementing career development season where 360 feedback was made available for all line managers and 25% of the population accessing this were female. We also provided confidential career conversations, with 46% of those accessing this opportunity being female.
- + We promoted 74 staff, with 40% of this overall promotion population being female. 28% of senior promotions at Associate and above were female.
- + Year two of our Being Pick Everard Awards ran with great success where females made up 38% of the winning population, celebrating their role model behaviours.
- + 90% of staff have received an appraisal conversation with the final 10% being proactively reminded.

Finally, beyond the hybrid working model we now have in place, we have looked to support colleagues at every stage of the family life cycle, recognising that the modern family comes in many forms. We enhanced our maternity, paternity and adoption leave policies and introduced a childcare scheme. We also implemented an opt-out of our compulsory Christmas shut down to recognise other faiths and so that staff could choose when to use the time at a time that was more important to them.

What next?

As we move further in to 2022 there is more progress to be made against our 13-point EDI plan. Our particular areas of focus for the year ahead will include:

- + Continuing to work with all line managers and leaders in the business, encouraging them to participate and enrol their teams in the opportunities that span our people strategy.
- + Further expanding our flexible career development and training offering and encouraging more female uptake of these opportunities – such as executive coaching, RISE mentoring and our soon to be implemented management development programme.
- + Continuing our people pillar staff forums in the areas of talent attraction, talent development, staff rewards and flexibility and culture.
- + Moving forward our social mobility efforts for young people seeking an early career opportunity.
- + Closely monitoring and measurement of our management information and metrics throughout the year so that we can proactively address under representation in the moment.