

CARTER JONAS 2018 GENDER PAY GAP REPORT



Diversity and Inclusion is a key component of the Carter Jonas vision and critical for the business to build its talent pipelines and remain competitive. By increasing diversity within our workforce, we will attract a greater number of talented people to our business, encourage better team collaboration, improve performance and customer satisfaction, increase retention rates and achieve greater success in new markets. The Property sector has not traditionally been associated with the image of a diverse workforce, however, we are committed to improving our gender balance throughout the business, and therefore significantly reducing our gender pay gap.

Equal pay vs Gender pay gap

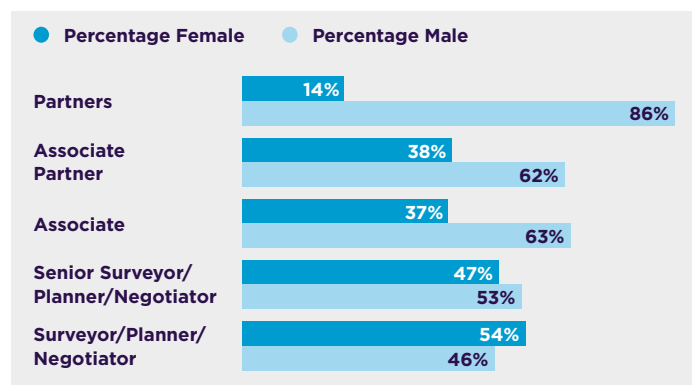
The Carter Jonas Gender Pay Gap data which does not include self employed partners, concerns female representation in roles at different levels within the business and measures the difference between men and women's average earnings irrespective of job role or job grade. The Gender Pay Gap is therefore more a measure of the Gender Balance within the business, where we still have a disproportionate representation of men within senior roles, and women in administrative and support roles. However, with the implementation and ongoing focus of our Gender Balance action plan, we are making gradual progress in changing the shape of our organisation's gender distribution.

Carter Jonas are an equal pay employer. We pay men and women the same amount for undertaking the same job role. We use external benchmarking, our annual pay audit and thorough recruitment processes to establish this. We provide Equal Opportunity and Unconscious Bias training to all Line Managers and provide support and training in how to hold good quality performance review meetings. Differences occur only due to length of time at a particular grade and competency based performance assessment. Performance reviews inform the salary review process which also allows us to redress any unjustifiable differences.

Gender pay gap report

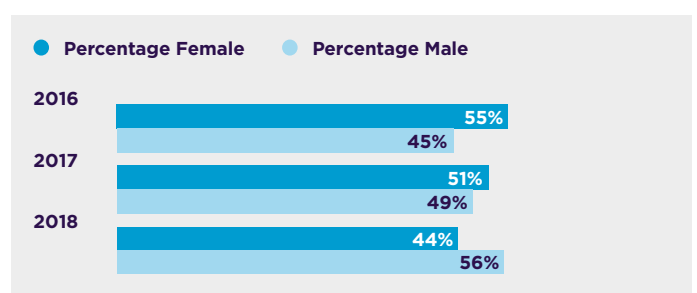
We have achieved a small reduction in our mean gender pay gap from 31.4% in 2017 to 29.29% in 2018. We have also seen a significant reduction in the mean bonus pay gap from 51.29% difference to 27.9% difference between males and females. Encouragingly, there has also been a small 2.1% increase in the number of women in the 'Upper Middle Quartile' which is reflective of our support for females to reach senior positions within the organisation. We are confident the positive actions we have taken and continue to work on will have the desired impact, whilst understanding there is much work still to be done in reducing the gap further. Overall, we are committed to continuing the reduction of our Gender Pay Gap over time, to shape the future Carter Jonas.

Percentage at each grade by Gender



The reported mean and median pay gap, in conjunction with the pay quartile data, indicate a gender imbalance in our senior roles, as the difference between the number of males and females at each grade is significant. For example, in the position of Surveyor we have 24 males compared to 22 females, but this slight gender imbalance worsens at the level of Associate Partner, where we have 44 males and only 24 females across our organisation.

Percentage of promotions by Gender



Pay and bonus gap

The table below shows our mean and median gender pay gap and bonus gap (including partner level employees) at the snapshot date (i.e. 5 April 2018 for pay, in the 12 month reference period to 5 April 2018 for bonus).

	Mean	Median
Hourly Pay	29.29%	35.40%
Bonus	27.9%	50.00%

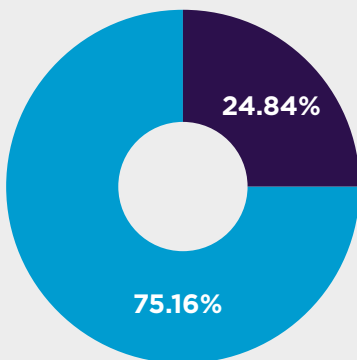
Our analysis of our gender pay gap shows that this is largely driven by the fact there are more men in senior roles within the business. This is illustrated in the Pay quartiles chart below which shows gender distribution across Carter Jonas.

Pay quartiles

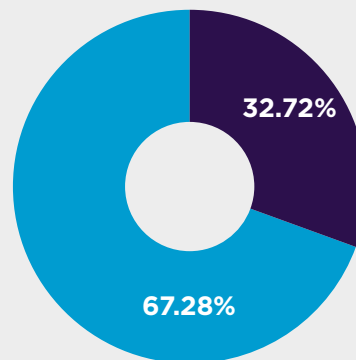
The charts below show the gender distribution of pay across four equally sized quartiles.

● Percentage Female ● Percentage Male

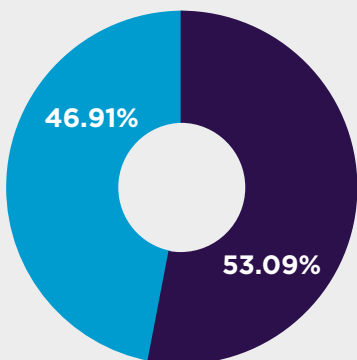
Lower quartile



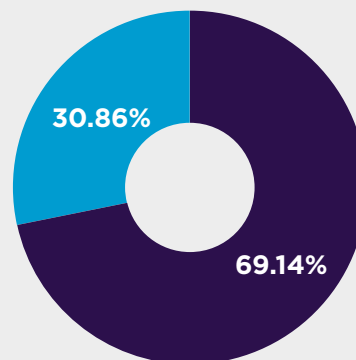
Lower middle quartile



Upper middle quartile



Top quartile



Proportion of employees receiving a bonus

The figures below show the proportion of males and females (including partner level employees) who received a bonus in the 12 month reference period to 5 April 2018. This shows a 4.15% difference between the proportion of male and female employees who received a bonus.



Action plan to address the gap – One year on

We have made positive steps forward. Carter Jonas needs to shape the business for the future through our planned actions and this will assist in re balancing the gender distribution in roles over time, whilst supporting female representation across all levels of the organisation. We are committed to change and have already made progress against last year's published action plan;

- **The Carter Jonas Diversity & Inclusion Network**, which drives forward the diversity agenda through networking events and initiatives, is now more established and hosts 4 internal meetings at various locations across the year. In addition, events are hosted in conjunction with professional bodies to raise awareness of issues across the industry. Our Employee Satisfaction survey results show an 82% satisfaction score for awareness of our Diversity & Inclusion Network, with our dedicated EDI Intranet site having had 330 visits in a 12 month period.
- We are a signatory of **RICS Inclusive Employer Quality Mark** and the most recent industry benchmark scored 4 out of the 6 areas at the highest level – 'Role Model'. We were able to reference best practice for training and development, recruitment and communications.
- A review of all **recruitment processes** to adopt methods for encouraging more female applicants, including **Blind CV selection** trials, **Gender Balanced Interview Panels**, and advertising vacancies as open to **Flexible Working**.
- All recruiting managers are provided with guidelines on **avoiding unconscious bias** prior to interviewing, and must have completed **Equality and Diversity training**.
- Equality and Diversity training is provided for all current and new Carter Jonas employees and Partners, with refresher training provided on a bi-annual basis.
- **Enhanced maternity and paternity benefits** have been introduced to support working parents. So far, 15 mothers have benefited from this enhanced benefit on maternity leave.
- Republished and re focused on our **flexible working policy** to ensure all employees are aware of the options to work more flexibly and enable an effective work-life balance. This has been facilitated by supporting line managers via a briefing day and updated policies.
- Maintaining a balanced number of female **Graduates** joining Carter Jonas.
- Working towards a **gender balance on our Management Development Programmes**. In 2017 13% of participants were female which has now increased to 38% female participation for 2018. We will continue to encourage individual supplementary support for females being promoted to more senior roles.
- We have supported the training of mentors to further develop our **mentoring network**. A third of the network is now made up of female professionals and all participants are available to provide support and guidance to colleagues at all levels.
- We continue to work with **RREF Pathways to Property** and we have introduced our own **Carter Jonas School Ambassador network** which

has grown from 1 volunteer in 2017 to 19 volunteers who work with schools to promote surveying as a career option for young people, from non-traditional surveying backgrounds.

- We continue to invest in the upskilling of current staff and advancement of professionals through our **Apprenticeship programme**. We support 7 apprentices in our first programme year, 5 of whom are female. This complements our work experience and internship programmes.
- We have surveyed all our people via our **Gender Perception Survey** and the implications of Work/Life Balance, and asked what we could be doing to be more supportive in the future for working families, and subsequently implemented an action plan.
- We have introduced a **Carter Jonas Families Network**, to offer help and support for all carers, with FAQs, Spotlight Reports, and Employee Assistance Programme guides.
- Equality, Diversity and Inclusion is a central component of the **People Strategy 2020**, with specific KPIs, and together with reducing our Gender Pay Gap, is a key focus for **Vision 2025**.

With the support of the Carter Jonas Senior Leadership Team and the Diversity & Inclusion Network, diversity and inclusion will continue to be a central focus. The development of planned actions will continue to help gender balance across all grades. We will continue to consult with our employees about our gender pay gap and embrace any suggestions for improvement.

We confirm the data reported is accurate.



Mark Granger MA FRICS
Chief Executive



Claire Matthews FCIPD
Head of Human Resources

Carter Jonas 2018