

Gender pay / gap

Report 2021

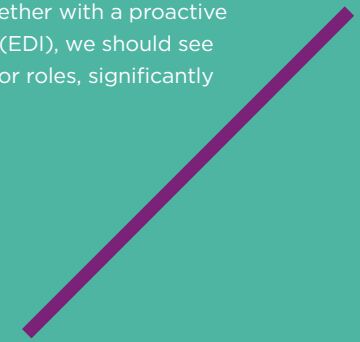




Being an inclusive employer is a fundamental part of our business strategy and it is critical for us to build our talent pipelines and remain competitive. Our Vision is to build a culture where individuals can be themselves. By employing a diverse group of people, we will embrace different perspectives, ideas and talents, and we can best service our clients and the communities in which we work.

We have been reporting our gender pay gap since 2017, and during that time have seen an overall decrease from 30.47% mean gap to 25.82% in this year's report. We are investing in ongoing measures to reduce our Gender Pay Gap and accelerating the pace of change.

Reducing our gender pay gap further is an important long-term goal and we recognise that it will take ongoing commitment. Through a culture of empowerment and flexibility, together with a proactive approach to Equality, Diversity and Inclusion (EDI), we should see a further increase in women moving into senior roles, significantly reducing the gap over time



Equal Pay Vs Gender Pay Gap

The Gender Pay Gap data concerns female representation in roles at senior levels within the business and measures the difference between men and women's average earnings irrespective of job role or job grade. It is therefore more a measure of the Gender Balance within the business, where we have a high proportion of men in senior roles, and women working their way up the promotional ladder, and historically 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 in the same location. 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 as a result of competency-based performance assessment. Performance reviews inform the salary review process which also allows us to redress any unjustifiable differences.

The impact of COVID

Covid19 impacted on the Gender Pay Gap, where bonus figures are affected due to commission arrangements during the furlough period. The majority of people on commission payments work in our Residential Division, and are female. However, the pandemic has led to unprecedented levels of flexible and agile working for Carter Jonas and we expect some of this to continue long-term, providing increased options for working parents and female professionals.

Gender Pay Gap Report

From the extract data taken from April 2021, we have seen a further decrease in our Mean Hourly pay gap from 27.47% in April 2020, to 25.82% in April 2021. We still have a high representation of men in roles that attract a higher rate of pay. This is illustrated within the pay quartile analysis below.

We have made positive steps over the last 12 months with the implementation and ongoing delivery of our EDI strategy and Gender Balance action plan, reviewed further on in this report. Our aim is to increase the proportion of females in senior roles of our business and there is a key focus on building gender diversity within senior leadership teams. It is recognised that this will take time; however, we are beginning to see a shift in the mid-senior tier.

Pay and Bonus Gap

The table below shows our mean and median gender pay gap and bonus gap at the snapshot date (i.e. 5 April 2021 for pay and in the 12 month reference period to 5 April 2021 for bonus).

Payment	Mean	Median
Hourly Pay	25.82%	33.4%
Bonus	35.82%	60%

An explanation for why we have higher Mean and Median bonus pay gaps than hourly pay gaps is that more of our part-time employees are females, and therefore earn lower bonus payments proportionally, however, we are addressing this through our action plan shown later in this report.

Pay Quartiles

The table below shows the gender distribution of pay across four equally sized quartiles.

	Lower Quartile	Lower Middle Quartile	Upper Middle Quartile	Top Quartile
Women	70.55%	64.63%	47.56%	32.52%
Men	29.45%	35.37%	52.44%	67.48%

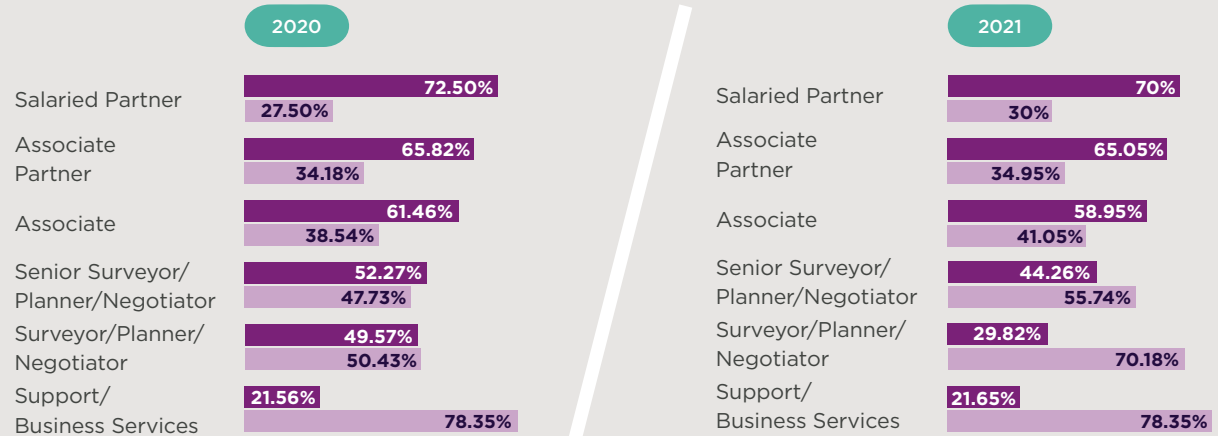
Proportion of Employees Receiving a Bonus

The illustration below shows that of the males eligible to receive a bonus, 53.8% received one, compared to 55.1% of eligible females, in the 12-month reference period to 5 April 2021. This is an improvement on our 2020 data which saw a 0.81% difference in favour of females.



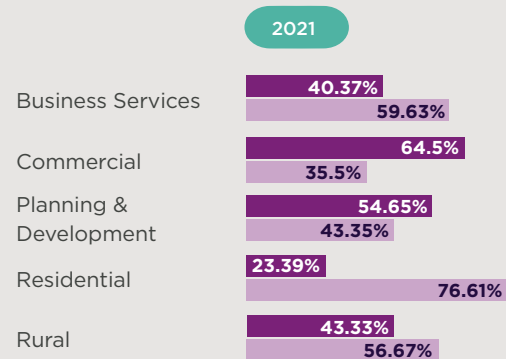
Percentage of employees at each grade, by gender

● Percentage Male ● Percentage Female



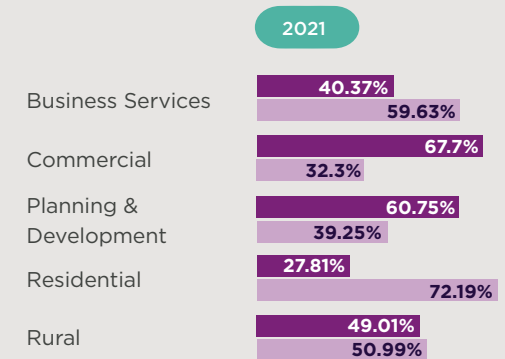
Percentage of employees in each Division, by gender

● Percentage Male ● Percentage Female



Percentage of Salaried Partners and Employees in each Division, by gender

● Percentage Male ● Percentage Female



Action Plan to Address the Gap

We have identified a number of key initiatives we believe will improve our Gender Balance. We are aware that many of the actions we are taking to encourage more women into Carter Jonas may not reduce our gender pay gap in the short term. However, this is a long-term commitment to build a pipeline of future female leaders.


- EDI is a central component of our People Strategy, now supported by a dedicated EDI strategy with specific KPIs, against which performance will be measured. These, along with reducing our Gender Pay Gap, is a key focus for our Vision 2025.
- This strategy is now supported by an EDI competency, which is included in our appraisal process, promotion criteria, 360 reviews and Management Development training. The competencies are progressive in line with seniority in the business and move from an individual to team focus.
- The Carter Jonas Equality, Diversity & Inclusion (EDI) Network which drives our diversity agenda through networking events and initiatives, is now more established and has adapted to working virtually. Our Employee Satisfaction survey results show an 82% satisfaction score for awareness of our EDI Network, with our dedicated EDI Intranet site having had over 1000 visits in the last 12-month period.
- In our December 2021 Satisfaction Survey, we included questions around the EDI metrics and were pleased to see all had a satisfaction score in excess of 82%.
- We have reviewed 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.
- We have initiatives in place to encourage the recruitment of more female applicants in our business, particularly in management positions and in roles that are traditionally male dominated. We advertise on many

different platforms including CTP (Career Transition Partnership) and Building People.

- All recruiting managers are provided with guidelines on avoiding unconscious bias prior to interviewing and must have completed EDI training.
- EDI training is provided for all current and new Carter Jonas employees and Partners, with refresher training provided on a bi-annual basis.
- We will continue to host high-profile events with an EDI focus and plan to introduce a specific module into our Management Development Programme.
- Enhanced maternity and paternity benefits have been introduced to support working parents. We have introduced a further enhancement to the maternity pay benefit in 2021 and these continue to be reviewed on a regular basis.
- We have republished and refocused on our Agile and Flexible working policy, in light of recent changes to working practices and to ensure all employees are aware of the options to work more flexibly.
- Maintaining a balanced number of female Graduates joining Carter Jonas with 53% of those offered roles in 2020 (or for deferred 2021 starts) being female. In September 2021, we had a 47% female intake.
- We have supported the training of mentors to further develop our mentoring network. Over a third of the network is now made up of female professionals (37%), up from 32% in the previous year. All participants are available to provide support and guidance to colleagues at all levels with some offering a special focus around women in business.
- 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 36 volunteers in 2021, who work with schools to promote surveying as a career

option for young people, from non-traditional surveying backgrounds.

- We now have a real focus on early careers and the use of internships to provide access into the industry. We have an average 34% conversion rate for interns, becoming employees and plan to achieve a 50% conversion rate in 2022/23. Over the next year we will be providing twice as many internships and really understand the business benefits of skills from a range of backgrounds.
- We continue to invest in the upskilling of current staff and advancement of professionals through our Apprenticeship programme. This complements our work experience and internship programmes.
- 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. Further information is offered during the induction process, and when we are notified of parental leave.
- Continue to develop, offer and promote our family friendly policies to improve our performance in this area. Flexible working practices need to be modelled from the top to empower our people to choose how, when and where they work to help them to achieve their own personal and professional ambitions. COVID19 has accelerated this and this has been further supported by our revised Agile and Flexible Working Policy.
- Design and deliver a programme aimed at people returning to work from a career break. Women returning from maternity leave is at a three year high at 75% in 2021, compared to 60% three years ago. We hope to continue this trend through further supportive initiatives.



With the support of the Carter Jonas Senior Leadership Team and the EDI Network, EDI will continue to be a central focus. The development of planned actions will facilitate Gender Balance across all grades. We will continue to consult with our people about our gender pay gap and embrace any suggestions for improvement.

We confirm the data reported is accurate



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