

CALA GROUP GENDER PAY GAP REPORT



GENDER PAY GAP REPORT



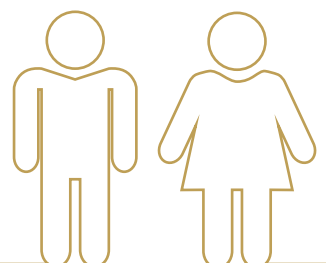
CREATING DIVERSE TEAMS WITH DIVERSE THINKING

CALA's purpose is to provide high quality, brilliantly designed homes for our customers with an exceptional standard of service, while contributing positively to communities and creating an enduring legacy. Our people are our competitive edge. The achievement of our purpose is dependent on their talents, teamwork, and the culture they create in delivering for our customers.

The housebuilding industry has much work to do to address gender imbalance, and CALA is committed to doing so. Our gender pay gap reflects the significant work required in addressing gender imbalance within our industry – from school classrooms, to colleges and universities, to engineering workshops, construction sites and sales offices. We are working together with our peers across the industry to tackle these challenges. Within CALA, we are determined to remove all blocks, real and perceived, to the acquisition and progression of talented, diverse individuals – creating diverse teams with diverse thinking.

CALA DEMOGRAPHICS

In preparing our Gender Pay Gap Report, we have calculated two sets of metrics, one for all CALA employees and the other for CALA Management Ltd., the single legal entity in CALA with more than 250 employees.



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OUR GENDER PAY GAP

Our median gender pay gap is **27.9%** for all CALA employees. For employees in CALA Management Ltd., it is **25.5%**.

Gender Pay Gap

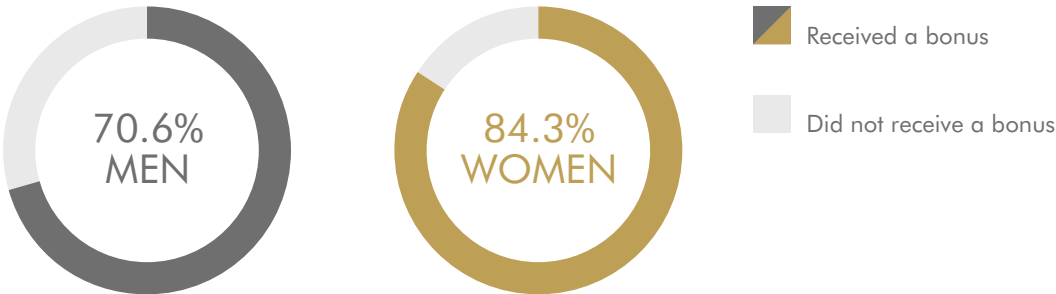
		MEAN	MEDIAN
ALL CALA EMPLOYEES	GENDER PAY GAP	28.3%	27.9%
	GENDER BONUS GAP	34.1%	69.3%

		MEAN	MEDIAN
CALA MANAGEMENT LTD	GENDER PAY GAP	26.0%	25.5%
	GENDER BONUS GAP	33.3%	68.1%

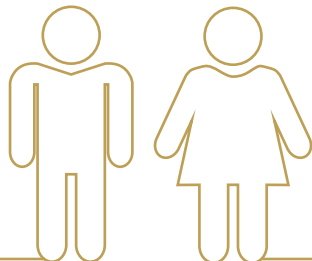
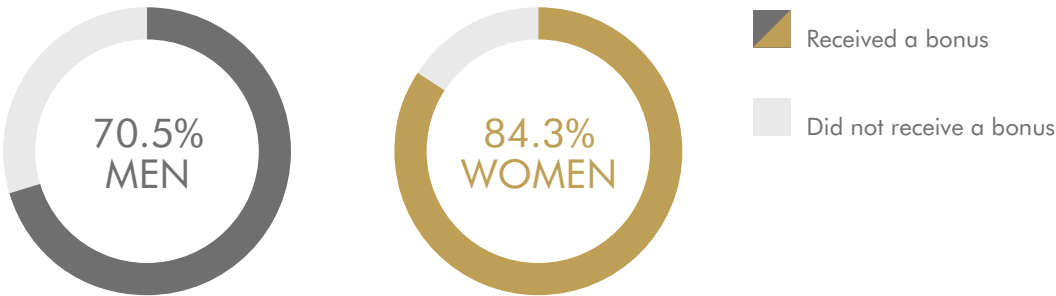
The gender pay gap measures the percentage difference in hourly rates of pay, mean (average) and median (middle) as at April 2017. The gender bonus gap relates to bonus paid in the 12 month period to April 2017.

RECEIVING BONUS

ALL CALA EMPLOYEES



CALA MANAGEMENT LTD

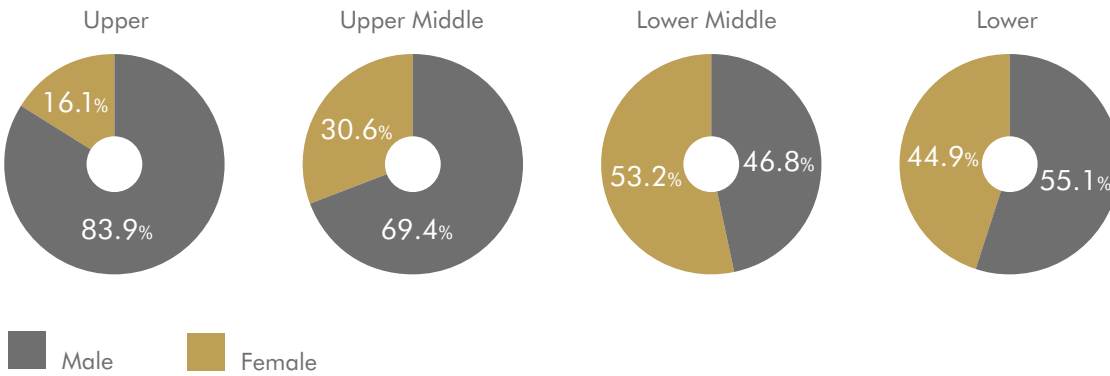


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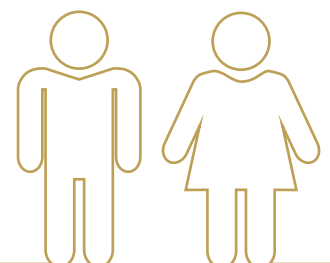
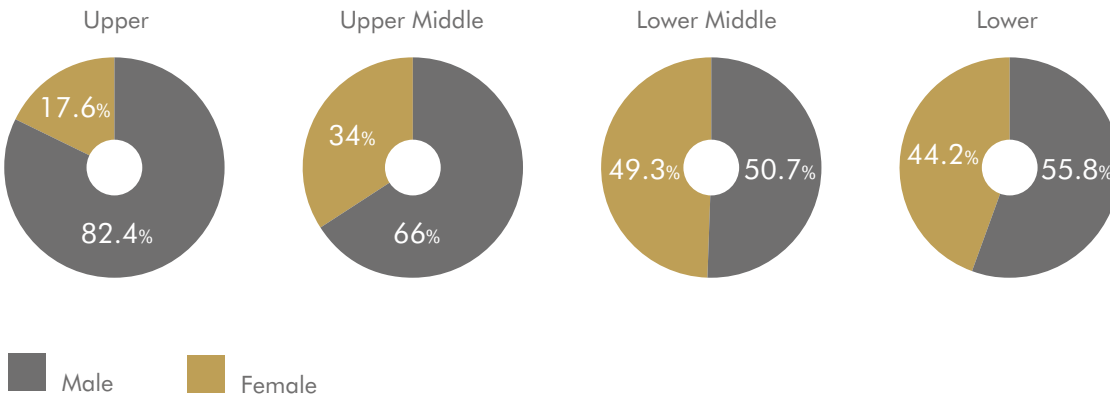
PROPORTION OF EMPLOYEES IN EACH QUARTILE PAY BAND

This shows the proportion of men and women in four groups, based on their pay, showing the proportion of men and women in each group.

ALL CALA EMPLOYEES - PROPORTION OF MEN/WOMEN



CALA MANAGEMENT LTD - PROPORTION OF MEN/WOMEN



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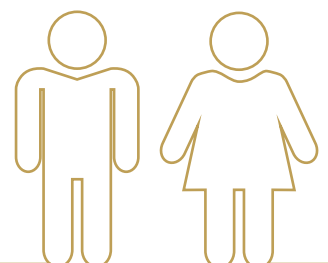
EXPLAINING OUR GENDER PAY GAP

Our gap in salary and bonus is driven by having more men in higher paid roles, rather than paying men and women differently for the same role.

We have a higher proportion of men in functions such as land acquisition, construction, technical engineering and surveying. These are relatively high paid disciplines in the housebuilding industry. Conversely, we have a high proportion of women in disciplines such as Sales & Marketing, HR and Administration in which there are fewer higher paid roles.

A much lower proportion of female students in the UK have historically opted to study STEM (science, technology, engineering and mathematics) subjects at schools, colleges and universities resulting in significant gender imbalance in the market for housebuilding related skills. Over several years, the imbalance in gender recruitment has led to the higher proportion of men in higher paid roles.

As there are more men in higher salaried roles, bonus (calculated as a percentage of salary) is higher than for females. The proportion of women receiving bonus is higher than the proportion of men, reflecting the high number of women in Sales & Marketing, where bonus is part of remuneration. There are also a number of men in site roles where bonus is not part of remuneration.



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SO WHAT ACTIONS ARE WE TAKING TO REDUCE THE GAP?

SENIOR LEADERSHIP

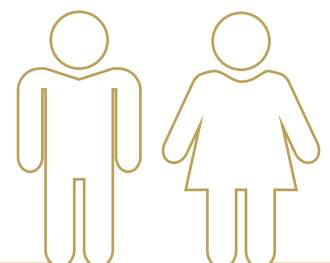
- Our Board is committed to improving diversity and inclusion across the company, seeing it as in the best interests of our employees, customers and shareholders.
- We aim to have women in 33% of senior management roles by 2020. The timeframe reflects a lack of senior women candidates within the industry in disciplines such as land acquisition, construction, technical engineering and surveying. We are committed to sustainably growing the proportion of women in these disciplines and to supporting their development and progression.
- We have a strong focus on succession planning, led by the Executive Board through which women (and men) with potential for senior management, are actively identified. We work with each person to build a Development Plan tailored to their individual needs, taking into account their personal and career aspirations and need for practical support e.g. flexible working.
- We provide individual coaching and mentoring to high potential women as well as leadership training.

RECRUITMENT AND SELECTION

- We will require all recruitment partners to support our need for increased diversity and show that they have done so through the diversity of talent sourced.
- We aim to have balanced short-lists, in disciplines where there is a balance of genders in the market. Where there is under representation of women in particular disciplines, we will nevertheless aim to include women on short-lists.
- We train our interviewers in recruitment and selection which will include focus on unconscious bias.

DIVERSE TALENT PIPELINE

- We aim to have a gender balance in the recruitment of graduate trainees and apprentices, in the proportion of 50:50 by 2020, working with universities, colleges, peers and industry bodies to increase the number of females entering the industry.
- Through our performance management and development processes, we will encourage all our employees to focus on their career progression and be open about the support they need to perform well and progress, including practical support.
- We encourage training and development at every level of the company and provide a wide range, including leadership skills.
- We will carefully consider and support individual requests for flexible working arrangements.



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TRACKING SUCCESS

We currently document the talent pipeline for senior management roles annually, including the proportion of men and women, and report it to the Board with recommendations.

We will document the male:female ratio at each level, by function and region, and report it annually to the Board with recommendations.

I confirm that the data reported is accurate.

ALAN D. BROWN
Chief Executive



“ As the UK’s most upmarket housebuilder, we pride ourselves on recruiting talented people and building strong teams. It’s our competitive edge. But we’re not complacent. We must sustainably increase the diversity of our teams, bringing diversity of thinking to all areas of our business. We recognise that homebuilding as an industry has a lot of work to do to encourage more females to join and stay within this exciting and dynamic sector and at CALA we’re committed to playing our part. ”

