

# CALA GROUP GENDER PAY GAP REPORT 2018



# GENDER PAY GAP REPORT

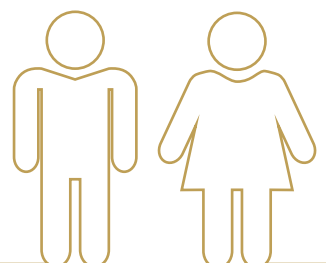
## CULTIVATING HIGH PERFORMING, DIVERSE TEAMS

**The quality of the homes we provide to our customers and the way in which we service and care for their needs throughout the development process is the principal driver of the CALA business. Central to the delivery of this purpose is the exceptional design and build quality of our homes, as well as the setting; we create communities which enhance and integrate with existing settlements to leave a positive legacy for future generations.**

**The talent and commitment of CALA's people, along with the positive and supportive culture that runs through everything we do, bring this CALA difference to life.**

The housebuilding industry has historically attracted more men than women as employees despite the wide range of career opportunities that the industry offers. The industry faces a long-term challenge to address gender imbalance, and CALA is determined to play its part. Our Gender Pay Gap Report reflects this industry backdrop.

We remain committed to ensuring that we attract, retain and develop talented people with different backgrounds, beliefs, lifestyles and skills who can thrive in the environment that we create.



# GENDER PAY GAP REPORT

## OUR GENDER PAY GAP

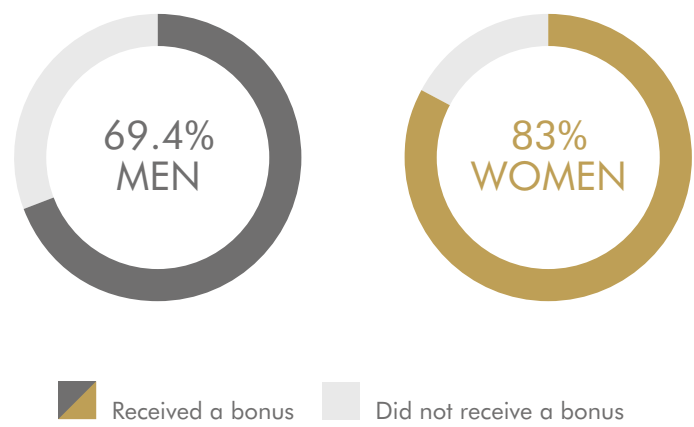
In preparing our Gender Pay Gap Report, we have calculated metrics for all CALA employees as at April 2018. The ‘mean’ pay gap is the percentage difference in the average hourly rates of pay for women compared to men. The ‘median’ pay gap represents the percentage difference in hourly rates of pay between the mid-point of the female population and the mid-point of the male population in the business. The gender bonus gap relates to bonus paid in the 12 month period to April 2018.

Our median gender pay gap is **28.8%** for all CALA employees\*.

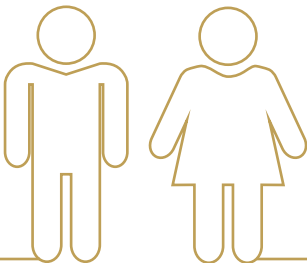
GENDER PAY GAP		
	MEAN	MEDIAN
GENDER PAY GAP	25.1%	28.8%
GENDER BONUS GAP	38.2%	16.1%

## RECEIVING BONUS

The charts below show the proportion of male and female employees receiving a bonus in the 12 month period to April 2018.



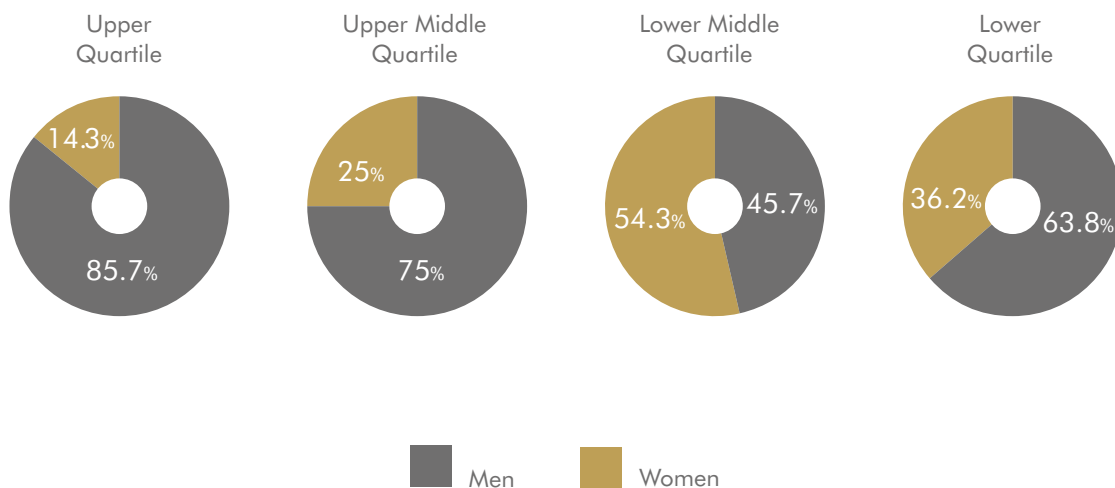
\*CALA’s calculations and methodology meet the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



# GENDER PAY GAP REPORT

## PROPORTION OF MALE AND FEMALE EMPLOYEES IN EACH PAY QUARTILE

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.

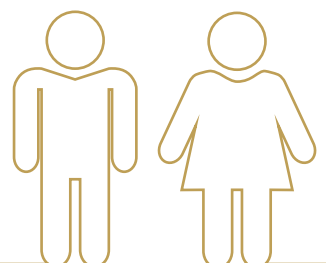


## EXPLAINING OUR GENDER PAY GAP

The industry has typically more males in Construction roles and more females in Sales roles and this has an effect on the Gender Pay Gap. CALA, however, offers employment and promotion based on merit regardless of gender.

Furthermore, like many organisations in our own industry and others, CALA has more men than women in the higher paid roles, which has again driven a gender gap in salary and bonus during the reporting period. We have a higher proportion of men in a number of functions such as Land Acquisition, Construction, Technical Engineering and Surveying. These are relatively high paid disciplines in the housebuilding industry. Conversely, we have a higher proportion of women than men in disciplines such as Sales & Marketing, HR and Administration in which there are fewer higher paid roles.

With more men in higher salaried roles, bonus amounts (calculated as a percentage of salary) are higher for men than they are for women. However, the proportion of women receiving bonus is higher than the proportion of men, reflecting the high number of women in Sales, where bonus is an element of remuneration. There are also a large number of men in site roles, where bonus is not part of remuneration.



# GENDER PAY GAP REPORT

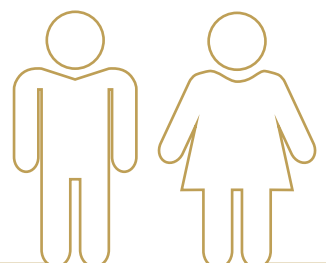
## CHANGES IN THE LAST YEAR

In comparison to the previous reporting period, CALA's median gender pay gap (as at April 2018) of 28.8% was broadly in line with that of the previous reporting period (median 27.9%), a level of minor fluctuation that we would expect in the short-term; while the mean hourly pay gap reduced to 25.1% from 28.3%.

We are pleased to report a significant reduction in the median gender bonus gap shown in data at April 2018. The decrease from 69.3% to 16.1% is due to an increase in the absolute number of females eligible for bonus payments, as well as an increase in the proportion of such females within the workforce eligible for higher levels of bonus, and an increase in the levels of bonus earned during the period. The bonus mean gap increased slightly (from 34.1% to 38.2%) reflecting the higher proportion of males to females in roles earning bonus at relatively higher levels.

## WHAT ACTIONS ARE WE TAKING?

- Our Board remains committed to improving diversity and inclusion across the company, seeing it as in the best interests of our employees, customers and shareholders.
- Our goal to have women in 33% of senior management roles by 2020 has already been achieved with 33% of senior roles currently being held by females.
- We remain committed to sustainably growing the proportion of women in disciplines such as Land Acquisition, Construction, Technical, Engineering and Surveying, also supporting their development and progression.
- Succession planning is an ongoing focus, led by the Executive Board. People with potential for senior management, are actively identified and we work with each person to build a Development Plan tailored to their individual needs. Personal and career aspirations are taken into account, as well as practical support needs e.g. flexible working.
- We provide individual coaching and mentoring, as well as leadership training. In 2018, 36% of our senior females took part in senior leadership development programmes and, in 2019, we will be launching a company-wide mentoring programme to extend mentoring opportunities to all employees.
- We work with recruitment partners to ensure they understand our need for increased diversity, delivered through the breadth of talent sourced.
- We will continue to try and encourage applications from females for roles at all levels and in all disciplines.
- 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 endeavour to include women on short-lists.
- We train our interviewers in recruitment and selection, which includes a focus on unconscious bias.
- We actively track remuneration to ensure we remain competitive and take action to improve the gender pay gap where we can.



# GENDER PAY GAP REPORT



- One of the challenges for our industry is its image within schools, colleges and universities and CALA is working to address this. This includes CALA employees engaging with students to explain what a great career the construction industry can provide. This should help attract more women to the industry.
- CALA is actively involved with the Home Builders Federation and we have signed up to the Home Building Skills Pledge, which has diversity and inclusion as one of its main goals.
- 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. In 2018, 63% of our graduate intake was female.

*“ I have been fortunate to progress from Land Graduate to Land Manager through a genuine passion for creating new communities in desirable locations along with the range of training courses available at CALA, and saying “yes” to as many networking events and external meetings as possible. I am currently on CALA’s Building Leaders Programme to develop my management and leadership skills to enable me to get the most out of my role and working alongside my team. ”*

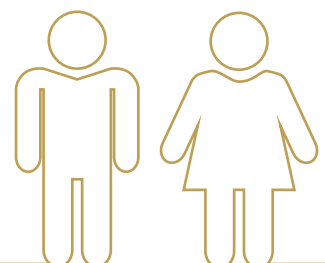
ALEXANDRA DEOL, LAND MANAGER

- 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. To support this, by way of an example, we have introduced career pathways for Sales and Construction staff to offer a clear structure for development and progression.

*“ I wanted a career that I was proud of, where I could create something that stood the test of time. At Arun Fields, we’re building homes for families, and I love the idea of us creating something that will be a home for many generations to come. ”*

SOPHIE REDMAN, CONSTRUCTION SITE MANAGER

- We encourage training and development at every level of the company and provide a wide range of resources, including leadership skills courses and materials. Progress has been made in this area; currently 30% of the employees on CALA’s development programmes are female.
- We have been reviewing our policies and leadership approach to ensure a flexible and inclusive culture, which we believe will assist staff retention including female talent. Overall attrition has reduced in 2018 and for females this is down from 25% (in 2017) to 21%.



# GENDER PAY GAP REPORT



## 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.

### Declaration

I confirm that the information and data provided in this report is accurate and in line with the UK Government's Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

A handwritten signature in black ink that reads 'Kevin Whitaker'.

KEVIN WHITAKER  
Chief Executive



“ As a growing business within an expanding sector, where competition for talent is high, CALA's future success depends on the attraction and retention of talented people who fit with our culture and demonstrate our values.

A strong, sustainable homebuilding business needs a great pipeline of people, not just a great pipeline of land, and we recognise the importance of being an attractive place to work and build a career for diverse teams. Only through nurturing and developing high performing teams, and providing the optimal culture and working environment, can we deliver the highest quality homes and developments for our customers. ”

