

Gender pay report 2024

published 22/03/2024



**PICK
EVERARD**

Deliver better together.

At a glance

Our 2023 gender pay gap

The gender pay gap is defined as the difference between the mean or median hourly pay rate that female and male colleagues receive.

The mean pay gap is the difference between hourly earnings for female and male colleagues, taking the sum of all hourly rates divided by the total number of females or males in the sample.

The median pay gap is the difference between the midpoints in the ranges of hourly earnings between female and male professionals within Pick Everard. It takes all salaries in the sample, in order from lowest to highest, and picks the middle-most salary.

While we have a legal duty to report our gender pay gap information every year, we welcome the opportunity to be open and transparent on our progress.

The figures provided in the tables and charts within this report are based on hourly rates of pay during the April 2023 pay period. The figures are then compared to previous data from gender pay gap reports. Our mean gender pay gap has reduced from 22.6% in 2022 to 20.1% in 2023 and our median gender pay gap reduced from 22.7% in 2022 to 19.9% in 2023.



Duncan Green,
Managing Partner

Our biggest asset is our people, and, as such, our biggest commitment has to be to them. We owe it to our staff to afford equal opportunities to all and provide everyone with unique toolsets for their personal development and growth. This is even more pertinent when operating in our sector, which remains predominantly male-dominated.

Pick Everard is a dynamic and growing business, and with that we are proud of the positive progress made in addressing our own gender pay gap during a period of onward growth. Our approach is people first in everything, and we have made more progress on our equality, diversity and inclusion initiatives than ever before, which will be detailed throughout this report.

We have unlocked key progression opportunities for our female staff, and now have 23% more senior females in position than two years ago. Our group services board is also majority-female, leading on the overall delivery of our culture and strategy plans. Meanwhile, at a more junior level, we continue a strategic approach to apprenticeships and graduates, and our ongoing development programmes for all levels, to make sure everyone has the tools at their disposal to progress in their careers.

Our aim is to proactively seek opportunities for female talent to grow and progress. Positively, we have also seen a lot of internal mobility within the business. This has seen our people looking to explore more opportunities and new careers within the industry, choosing to remain with us to do so rather than exit the business. This speaks to the culture we have created, rooted in delivering better together.

This being said, we know that the industry has a long way to go in terms of becoming truly equal and we're proud to play a part in a shift in the right direction. Reporting on gender pay each year is an integral step to getting the industry where it needs to be, allowing us to take stock of progress, reflect on where we are, and identify what more needs to be done.

While we are very pleased this gap has reduced in our own business, we continue our journey, taking forward the momentum built over recent years into the next 12 months to drive success for all our people, equally.

Our Highlights

-  **Winner:** Tomorrow's Procurement – Consultant of the Year 2023
-  **Winner:** Chamber of Commerce Leicestershire Business Awards: Commitment to People Development Award 2023
-  **Winner:** Construction News Inspiring Women in Construction Awards: Emma Nicholson – Allyship Champion of the Year 2023

Our Values

Pick Everard has four core values which are integral to everything we do. We fully embrace these values and embed them in our approach to pay equality as well as our strategic initiatives to help continue reducing our pay gaps.

Professionalism

We act with the highest standards of integrity and respect towards everyone we work with and for. We seek out and nurture talent. We believe in excellence in all areas of our work. We are collaborative, open, honest, and accountable.

Compassion

We make every effort to protect our environment and bring about positive change to the communities we serve. We are passionate about improving health and wellbeing, contributing to a happy, prosperous society. Our teams are collaborative and proactive. We ask questions and listen to every answer.

Drive

We put our clients first. Our curiosity drives us to continuously find and deliver better solutions and more successful outcomes. We get to know our clients and communities and that motivates us to be creative, to find efficiencies, innovations, and new ways of working. Simply put, we are always learning how to make things better.

Positive

We harness the potential of different backgrounds, culture, and abilities. We are friendly and inclusive. We foster a strong sense of belonging where everyone feels welcome. We champion diversity and promote personal growth, self-improvement and continuous education. We enjoy what we do and celebrate each other's successes.

Actions we took during 2023



Elizabeth Hardwick-Smith
Group People and Culture Director

Our purpose is to deliver better together. We are committed to delivering this purpose through a well-designed and inclusive national people strategy. First and foremost, we want the experience of working at Pick Everard to be inclusive and inspirational, one that the clients and communities we serve also benefit from.

We also want to differentiate ourselves culturally, for Pick Everard to be an environment where everyone is an ambassador, enjoying higher levels of development, reward and belonging. We want to continue to attract and retain people who will fit with who we are and what we aspire to be and achieve, people who can get behind our purpose with true ownership and achieve their highest potential in work.

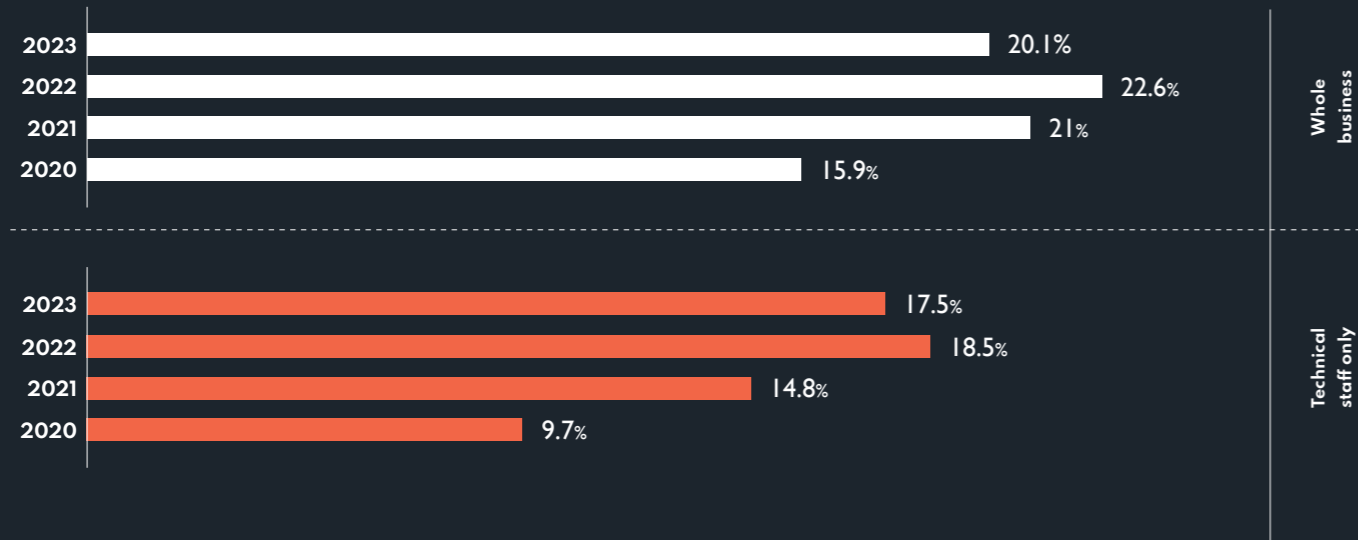
This year, we've done more consultation with our people than ever on our equality, diversity, and inclusion (EDI) agenda. We've actively sought feedback and involvement from our people forums and working groups. This has sharpened our focus on what would make Pick Everard an employer of choice. A regular review of our engagement surveys and investors in people feedback has helped reinforce areas where we need to improve. This means we've been able to target the right areas that will add value, to our people offering and in our drive for inclusivity.

We've continued to develop guidance and support for our colleagues as we embed a more strategic approach to equality, diversity, and inclusion (EDI) within Pick Everard through our 13-point EDI plan. We've also made real tangible strides forward over the last 12 months to become more transparent in our progress. This has ensured our people can more easily hold us to account on the objectives we have set and the changes we're driving, as well as stay up to date with the progress we make on our EDI objectives.

Gender Pay Report 2023: the numbers

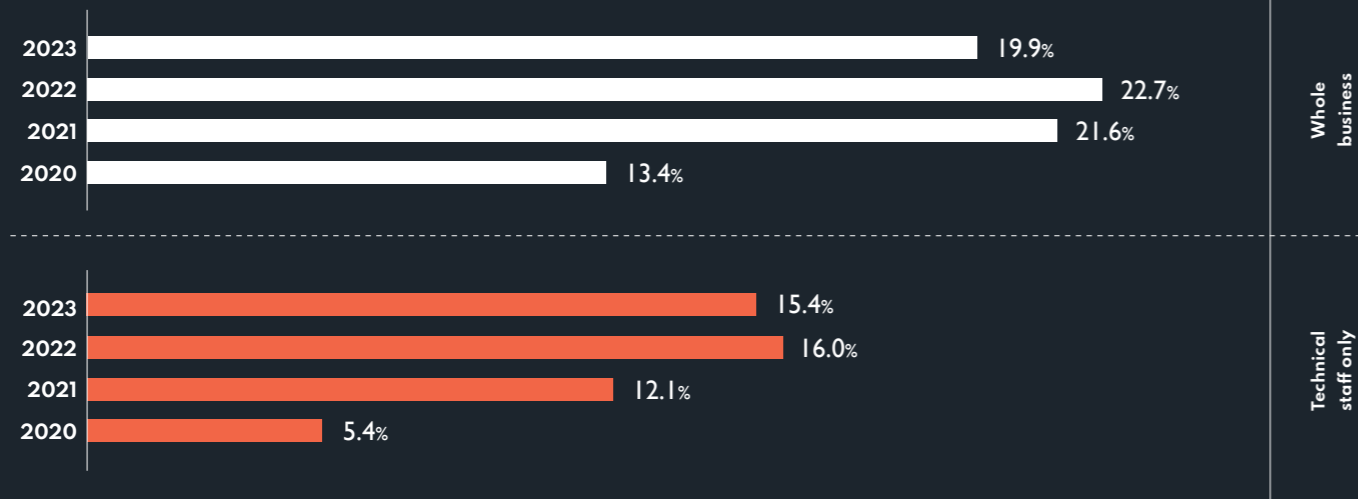
Mean Gender Pay Gap

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.



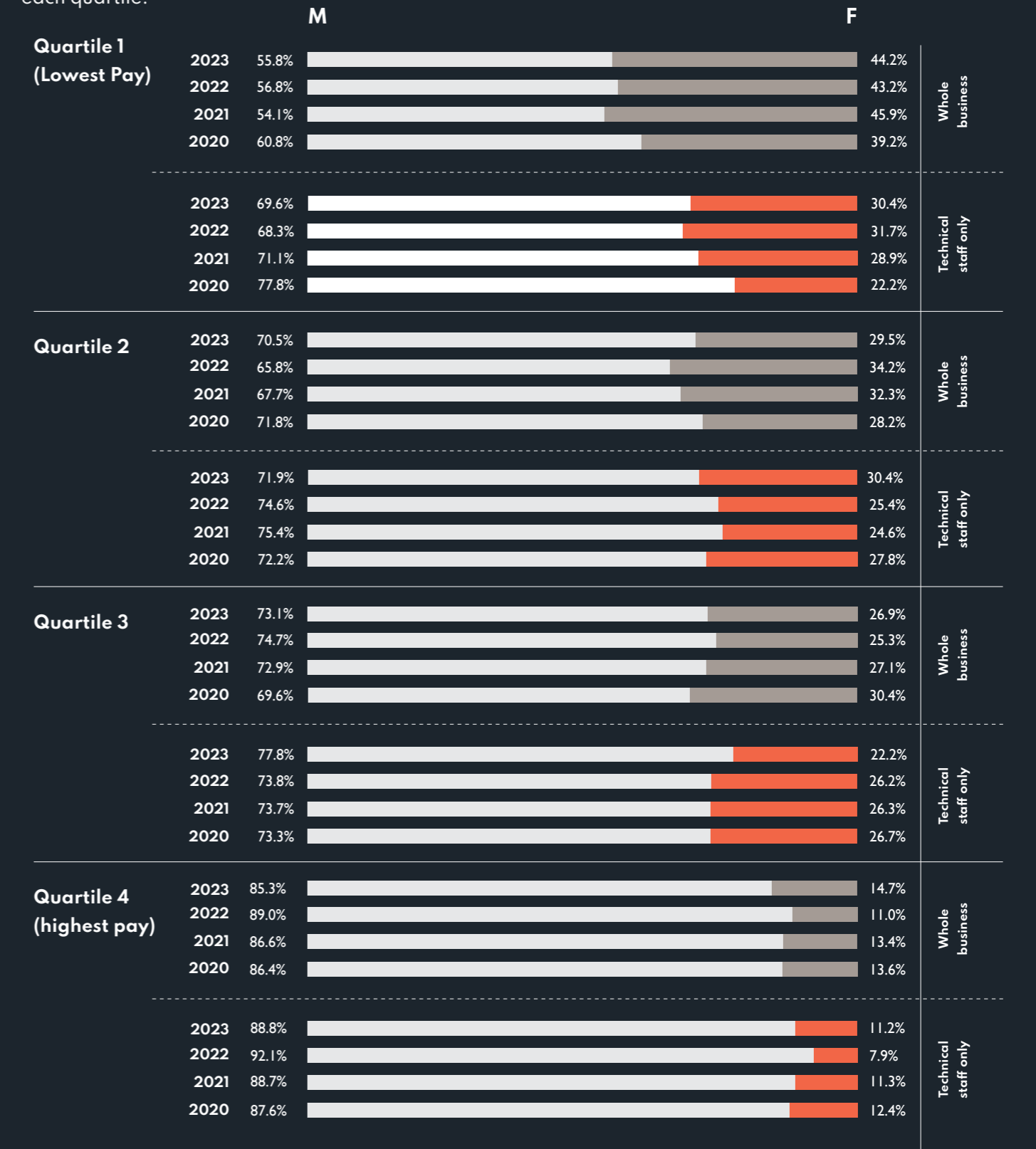
Median Gender Pay Gap

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.

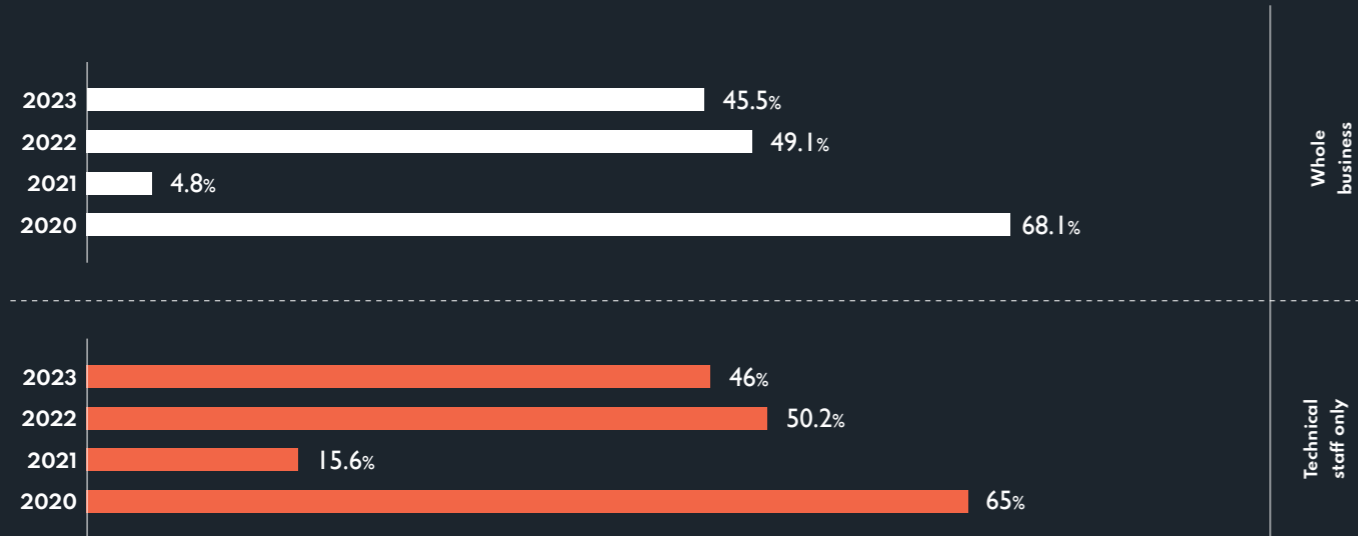


Bonus Reporting

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

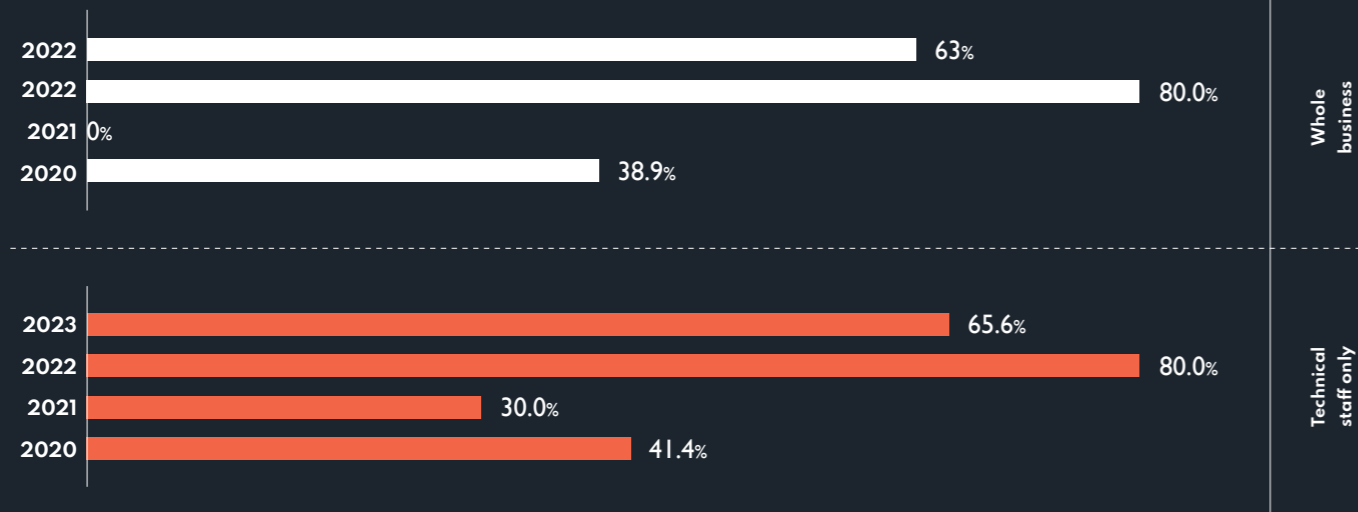
Mean Gender bonus pay gap

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

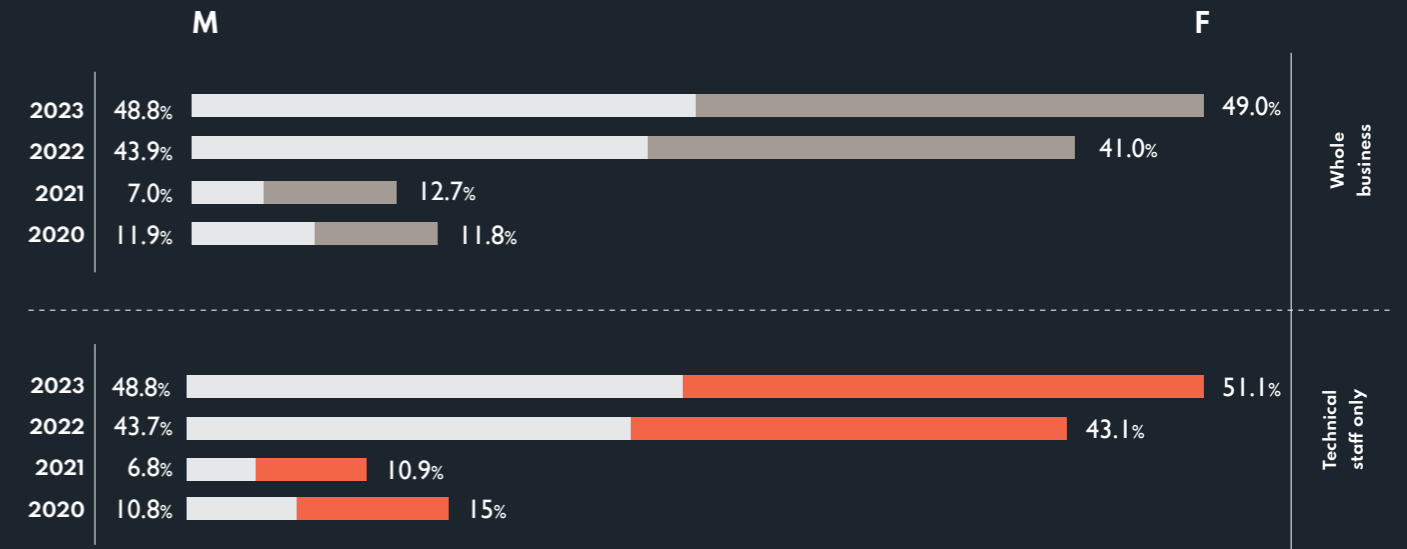


Median Gender bonus pay gap

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 2023



Work continues for us in a number of key areas:

We've made particular strides forward in the following:

- Publishing our EDI plan on our diversity hub, accessible for all colleagues at any time so they can track our progress.
- Frequently communicating EDI campaigns throughout the year, raising awareness and celebrating difference.
- Regularly reviewing our policies to ensure they're inclusive and accessible for our diverse workforce.
- Providing best practice guides, such as the publishing of a new menopause guide to increase education for line managers and our people.
- We launched a new guide to support colleagues with baby loss. The guide covers a broad range of areas including partners and family members, single parents, risk assessments, practical management support, and long-term support for individuals affected.
- Working with our clients and suppliers to run informative webinars and discussions – bringing new perspectives and fresh expertise from outside our organisation.
- Establishing our first women in leadership forum, bringing together female Associates and above from all backgrounds and specialisms across the business.
- Implementing a new Diversity champions forum to engage our people as spokespeople and role models, supporting us to deliver our EDI agenda in a way that resonates with everyone.

However, we are not complacent and we recognise that there is still significant improvement to be made. There is no 'one size fits all' solution to closing the gap but we wholeheartedly believe that diversity in our people benefits us as a workplace and benefits the outcomes we deliver for our clients.



We're determined to tackle the gender pay gap.

Our activity has largely focused on three main areas:

Leveraging Employee networks

Talent Attraction

Striving to be an employer of choice

Leveraging Employee Networks

Introducing our Women in Leadership Forum

Our Women in Leadership Forum was established because we believe the best results are achieved through collaboration. We've been clear when setting our aims, on the value that we'd like our Women in Leadership Forum to add to how we do things here at Pick Everard. Open to Associate level female professionals and more senior female talent, the group regularly comes together, to connect, share and lead our change agenda for women.

The forum's aim



Provide a safe space to share experience and ideas and offer support.



Empower members to drive change, influence policy and practice, and be heard.



Provide talks and events to inspire, upskill and support career development.



Be a forum for networking, strengthening connections across Pick Everard.



Tackle gender inequality and raise awareness of issues regarding opportunity.

The forum seeks to empower our female talent, providing opportunity to talk openly in a safe environment about the matters that affect them the most and identify some of the solutions they need.

Finding answers starts with asking the right questions with the right people. To seize the moment and create meaningful, lasting change we have to address some difficult questions:

- What do we experience within the Pick Everard culture
- Where do we go from here?
- How do we begin to build – flexibly, inclusively and sustainably?
- What can we do to support women's health?
- What is our female succession pipeline like in our business?
- What are we really doing to play our role in tackling the gender pay gap across the industry?

The gender pay gap plan and our 13 point plan has been put under particular scrutiny in our sessions together – participants seek deeper understanding and analysis of our pay and benefits data.

They take the opportunity to be consulted on change programmes and new practices, share feedback on how to improve selection and development opportunities and suggest solutions for making the Practice more inclusive.

Female Gender Talent scheme

Our developing female talent scheme runs alongside this forum, recognising and providing the opportunity for women and their allies to lead at every level – no matter their expertise or background. In consultation with the forum, the scheme has been designed to provide opportunity for learning in a range of crucial leadership, wellbeing, personal communication and self-development areas.

The scheme aims to equip emerging, mid-career and seasoned female leaders and their allies across all levels of Pick Everard with actionable leadership skills and insights, enabling them to knowledge-build and change behaviour. Delivered through webinars and facilitated sessions with experienced executive coaches and guest speakers, the scheme shines a spotlight on what makes a successful woman in business and in STEM.

Events programme

Useful links, articles and best practice to be shared in between in online group as well as ongoing feedback Events programme to run throughout the year, including female colleagues at all levels and some alumnae.

Taking ownership of career. Leveraging strengths. Overcoming limiting beliefs.	Women's Health and Menopause talks	Your identity as a leader. Seat at the table. Recognising your potential and others.	Self clarity – Values, strengths, working preferences, talk and discussion.
Evening women in leadership events- including alumnae, a range of topics	Confidence, authenticity and self esteem, self assurance and belief.	Internal face to face annual event- networking, focus groups speakers and health and culture.	Tackling gender assumptions, barriers, stereotyping and changing culture/ environment.

← Ongoing celebration and raising awareness on key awareness days (E.g International women's day, INWED) →

These endeavours have to be supported by proactive action at our most senior level too, ensuring our leadership team is leading on inclusivity and using this to guide them in their decision-making. EDI is now part of a regular conversation at Board level, with our people & culture business partners working collaboratively with our Boards and Senior Management teams to stay informed on the latest thinking and feedback and ensuring unconscious bias checks are done for each key process.

While there is a distinct role for senior leadership in the delivery of our EDI actions, our aim is to ultimately shape a culture in which every employee has a voice that is heard, is encouraged to influence change, and is given the tools and knowledge to help them all personally lead on EDI.

Our Diversity Champions

We've also implemented an important team of diversity champions within the business. The role of a diversity champion is to act as a role model and spokesperson for their area, and for diversity and inclusion in general.

We have diversity champions at Pick Everard from different disciplines, backgrounds, locations and career levels. The team act as advisors on our EDI plan, practices, and policies. Our diversity champions take responsibility for identifying and raising potential diversity and inclusion-related issues in regular meetings, coming together to drive a clear agenda through a diversity & inclusion diary of events. Champions provide a critical eye on the way we do things; they challenge us to think and act differently in our approach in organisational practice. They support how we work together to raise awareness and educate our people including sharing their own personal experiences and insights.

Our diversity champions currently work most closely with our People & Culture team, and we expect to see their opportunity to influence and work with other stakeholders in the business grow over the coming months.

The purpose of the group is to promote diversity within the Company and be a champion for driving new initiatives to support our EDI strategy.

An internal network ran by our people for our people- those who represent and their allies.	Providing support and advice in a safe and confidential environment.
Learning and understanding about all aspects of diversity.	A platform to provide continual development opportunities.

Our Diversity Champions will:

- Work together collaboratively within the Diversity Champions Group.
- Attend and participate in quarterly meeting with the Diversity Champions Group.
- Contribute ideas and thoughts on our current EDI offering including policy updates and our 13 point EDI plan.
- Make suggestions and put forward recommendations to close gaps.
- Champion and support the implementation of initiatives and help to drive an inclusive culture.

Support from People & Culture:

- Set up framework, engage our people and facilitate coordinations of forums.
- Take away summaries from forums.
- Analyse data to report on.
- Listen to feedback and themes our people want to raise awareness of.
- Provide support and signposting to material.
- Ensure we are aligned with our clients EDI strategies.
- Lead implementation of EDI best practice.

Talent Attraction

Through social media and our newly configured applicant tracking system, we're building trust in our candidate experience and employer brand, engaging with candidates at all stages of the recruitment process in new ways. We're showcasing the skills and experience of our people more broadly in recruitment campaigns, becoming increasingly flexible in where we hire from and removing obstacles in our selection processes by embracing technology and workplace adjustments.

We've broadened our preferred suppliers too, ensuring a strong onboarding process so that they know our business culture and our needs well. Working with these recruitment partners and an expanded internal talent team we're challenging bias in the hiring process and championing what's best for every candidate. We're accommodating candidates' needs and giving them more opportunities to showcase their skills by removing obstacles in our selection processes, revisiting our language and qualification requirements, and thinking flexibly about the hours and location that work can be delivered in.

Getting the basics right

All roles are broadly advertised externally and internally to widen the pool of candidates.

We hold inclusive recruitment training for all leaders through our management LITE programme, reducing bias in our recruitment and interview processes.

All roles are carefully benchmarked for market rates on salaries.

We use a gender decoder in our adverts, neutralising language.

We've delivered the biggest early career campaign we've ever had which focuses on balancing gender, ethnicity, and social mobility - with a UK wide presence at Universities and a growing school engagement programme.

We launched our employability toolkit, supporting 14 to 18- year olds in considering their options and supporting them through the recruitment and selection process.

We attended the London STEM women's graduate career event, reaching the next generation of female talent.

Striving to be an employer of choice

We continue to progress our Plan 25 strategy objective in becoming an employer of choice.

For us, an employer of choice is one that delivers a superior people experience, underpinned by strong organisational values, a strong sense of purpose and a wealth of choice so that people can shape the right career, experience, and reward package for them.

An employer of choice is one that colleagues choose to work for when presented with other employment options. This objective includes continuing to take steps to ensure our organisational culture is one where all employees, regardless of who they are or the background they come from, feel a sense of belonging and can thrive, bringing their authentic selves to work each day.

The changes we have driven in this area include:



Enhancing our rewards

We're working hard to educate our people through a clear communication campaign around our rewards, ensuring people understand the breadth and value of what is on offer. We've made incremental improvements to our rewards year on year such as implementation of a healthcare cashplan, gym discount, enhanced loyalty award, changes to our high-performance spot rewards and implementation of an electric car scheme. We are considering what our rewards should offer next, aligned to the needs of our diverse workforce.

Growing our development offering

Our development offering provides deep and multi-directional learning to support and enable colleagues to progress in a tangible manner, supported by a transparent promotion process. Our RISE mentoring programme and Executive Coaching programmes are laying the foundations for accelerating the pipeline of all talent – including our ambitious professional women – into senior leadership roles.

Our other key cohort training includes upskilling our people through our management LITE programme, our early career Springboard scheme, technical training, and regular e-learning, which supports EDI awareness as well as technical and competency skills development. We've recently held leadership training in promotions and salary review to ensure greater clarity, consistency and fairness across our population.

A culture of equity

We're communicating a compelling case and a range of opportunity to support our EDI agenda further in our communications with regular talks, webinars and discussion forums.

We're working with our brilliant people to drive high performance through the right behaviours as described in our competency framework and measured through our performance appraisal approach. We've also set global objectives for all colleagues, to include responsibility for upholding our values, promoting compassion and professionalism to each other, every day.

We take opportunities to connect regularly throughout the year, whilst we have a successful hybrid working model in place – events such as Employee Appreciation Day, roadshows,

sundowners and team get togethers help create a strong sense of belonging and involvement. We're committed to embracing a more dynamic and modern approach to where, when and how we work aligned to preference and work need. This is delivered through our agile working policy but supported by these regular coming together moments.

Our focus on the employee experience means we take an evidence-based approach to being an employer of choice and providing opportunities for colleagues to provide regular feedback and an environment in which they can thrive. Our commitment means that we are constantly reviewing our policies and practices and looking for the next opportunity that is right for our population.



What Next?

As we have expressed before, all employees must have equal access to opportunities that enable them to grow, develop and progress within Pick Everard, irrespective of their gender, ethnicity or other characteristics. There is more work to do, and we will continue to drive change to support a fairer future for all.

Year on year, our pay gap data helps us to identify where more work needs to be done. The data is crucial in understanding where barriers may exist and allows us to implement tailored interventions. However, change cannot happen overnight, and we know that the full impact of our approach will take time to show in our data. We must remain focused on our end goal in this area, and review our plans each year to strive for better and better outcomes.

As we launch a two-year people plan, to boost the last couple of years of our Plan 25 people & culture strategic plan, we'll be continuing to embed the great changes and initiatives we've newly introduced during this period such as the new employee networks and the actions stemming from those.

We're also looking beyond and spotting gaps which we'll address through the following:

- Design and implementation of a return- to- work programme for anyone returning from long term parental leave, career breaks, or illness.
- A supportive programme for parents.
- Launch of a new learning and development brochure to keep our people informed of our offering.
- Digging deeper in to our data to understand intersectionality further.
- Alongside general succession planning, we'd like to undertake diverse talent sessions, spotlighting women and ethnically diverse colleagues who have the potential to progress and being cognisant of their specific needs.
- Redesigning parental leave policies to support a 'dual earner-dual carer model' to help shift underlying societal attitudes around gender roles and care over time.
- Looking beyond Pick Everard to industry opportunities to support change and opportunity for women.

The data prepared and presented within this report is accurate at the time of publishing.



Duncan Green,
Managing Partner

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