



April 2022

Gender Pay Gap Report



Mean Hourly rate of pay

- Internal staff Males earn an average **33.0%** per hour more than females | *18.4% in 2021*
- Operatives Males earn an average **4.4%** per hour more than females | *16.6% in 2021*

Median Hourly rate of pay

- Internal staff Males earn an average **30.8%** per hour more than females | *22.4% in 2021*
- Operatives Males earn an average **2.4%** per hour more than females | *14.5% in 2021*

Mean Bonus Pay

Males earn an average **225%** more than females | *39.7% in 2021*

Median Bonus Pay

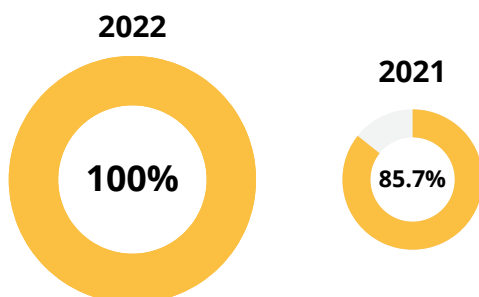
Males earn an average **385.3%** more than females | *47.3% in 2021*

Both our Median and Mean Bonus Pay rates look extremely skewed towards the males and appear to have moved significantly from previous years. This is down to a number of factors:

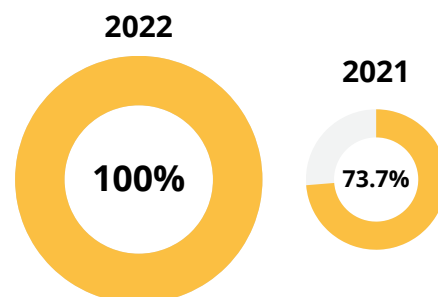
The credit controllers, a team predominantly made up of females, started earning commission on cash collection targets. This scheme is set at a different level to that of the sales consultants, so has skewed the mean and median rates for females. Furthermore, the directors have been keen to ensure all staff receive recognition for their hard work. A Support Staff Recognition Award was brought in to recognise the efforts of support staff (again, predominantly female) and this has skewed the figures further.

Whilst these initiatives have skewed the pay gap, they demonstrate that Caval wishes to recognise and reward all it's staff, not just the sales staff.

Percentage of males who received a bonus



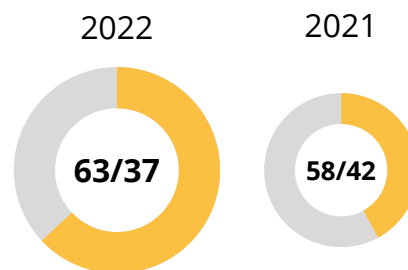
Percentage of females who received a bonus



Internal Staff

Within the relevant internal staff, we have an overall 63/37 split of female to male staff.

● Male ● Female



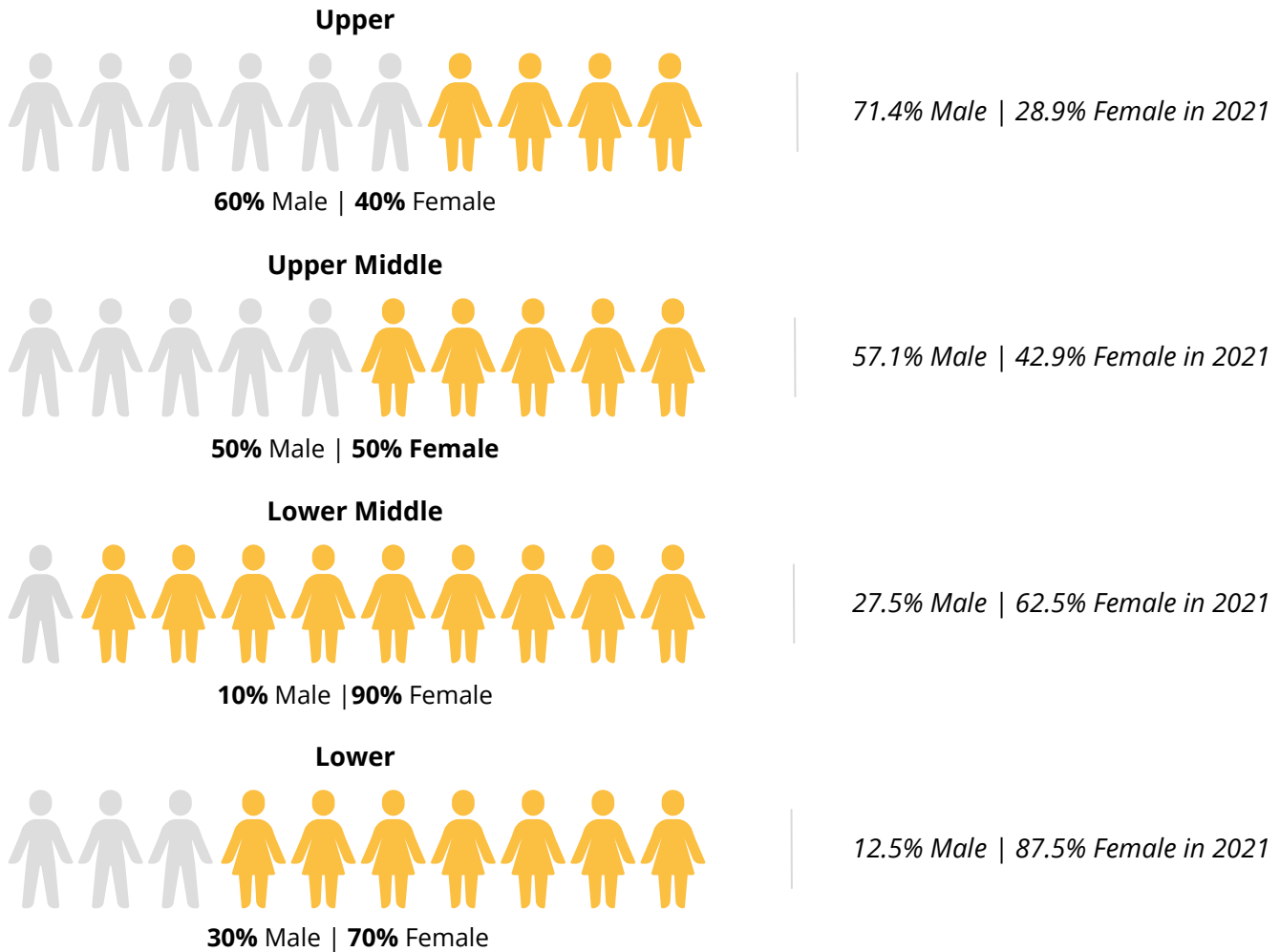
We are pleased to announce that for the first time, we have more females at Caval than males. The split is 63%/37%. Females work across all departments, including sales, payroll, finance and administration. Our Sales Leaderboard currently has 2 females in the top 3 and 5 in the top 8.

Our Associate Director team consists of 40% female and 60% male (2021 40% female and 60% male).

Our gender pay gap is skewed towards males, as women tend to hold fewer senior positions within the business than men. Whilst we have more females working for us and we have some very successful female sales consultants and associate directors, our support teams are predominantly made up of females, earning less per hourly rate and lower commission and bonuses. As noted above, however, we feel that our steps to reward and incentivise our support staff demonstrates our commitment to all our staff, regardless of their gender or role. Development at Caval is based on ability and opportunities are open to everyone.

Internal Staff

Proportion of men and women in each quartile



We are pleased to see improvements in our lower, upper middle and upper quartiles, showing a shift upwards for a number of females.

Operatives

As a supplier of labour to the construction industry, our agency worker headcount is male dominated. Research shows that only 15% of the construction workforce is female. Caval's operative split has decreased from 13.6% in 2021 to 5.3% in 2022 however there is now a higher proportion of females in the upper quartile pay compared to 2021. We are committed to placing strong candidates, regardless of their gender and would always consider females for placements. We are pleased to say there are numerous industry initiatives to bring more women into the construction industry and we welcome these initiatives.

Proportion of men and women in each quartile

Upper



95.2% Male | 4.8% Female

100% Male in 2021

Upper Middle



97.6% Male | 2.4% Female

81.8% Male | 18.2% Female in 2021

Lower Middle



97.6% Male | 2.4% Female

90.9% Male | 9.1% Female in 2021

Lower



88.2% Male | 11.8% Female

72.8% Male | 27.2% Female in 2021

In Summary

We recognise our gender pay gap and, working in the extremely male dominated industry of construction, take our responsibilities very seriously. We have just set up the Women Inclusion Network (WIN), to drive forward the inclusion of women within our business and within construction generally. This initiative has just been announced on social media and will be followed up with further announcements. We have also recently launched a series on social media, highlighting and promoting women working in the construction industry. We are keen to demonstrate that we recognise and support women all year round, not just on International Women's Day.

Not only do we focus on gender inclusion, we also continually seek to promote diversity across the business and plan to roll out training on Equality, Diversity and Inclusion for all staff.

Over 25% of our internal staff are working parents. We provide a flexible package, including flexible hours, hybrid working and improved maternity and paternity packages. We run a very successful apprenticeship programme, we currently employ 7 apprentices going through their training across finance, business administration, sales support and digital marketing. Six colleagues, who have previously gone through the apprenticeship programme with us, have continued their career with Caval.

We continue to develop our equality, inclusivity and diversity, both within Caval and within the industry, but recognise there is still a long way to go.

Jane Wardell
Associate Finance Director
31st March 2023

