

Gender pay gap

Report 2023

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Being an inclusive employer remains a fundamental part of our business strategy and it is critical for us to build our talent pipelines and remain competitive. 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 a significant decrease from 30.47% to 24.12% mean pay gap this year. We are committed to understanding more about our gender pay gap, and continued focus to reduce it further.

It is positive to see downward movement in the gender pay gap for this year, however, we know this still demonstrates the need for us to continue to take positive action. We are seeing a positive shift in the gender balance across the top three quartiles and plan for a continued impact here over time.

Due to the nature of our business, relevant pay is based on a number of factors, and not just basic pay alone. We have put some key initiatives in place and an ongoing action plan, which is shared towards the end of this report.

By ongoing measurement against our KPIs set out in our Diversity Strategy, we are committed to a long-term reduction in our gender pay gap. Through a culture of empowerment, ambition and flexibility, together with a proactive approach to Equality, Diversity and Inclusion (EDI), we should see further improvement in gender balance at all levels, over time.

Equal Pay Vs Gender Pay Gap

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.

Gender Pay Gap Report

From the extract data taken from April 2023, we have seen a significant decrease in our Mean Hourly pay gap from 27.79% in April 2022, to 24.12% in April 2023. There is a positive shift in the balance of genders across all quartiles and we continue to work on strategies to improve this further.

Pay and Bonus Gap

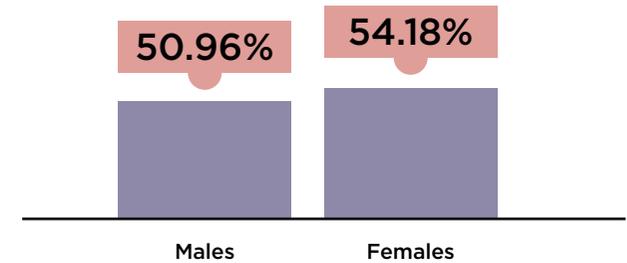
The table below shows our mean and median gender pay gap and bonus gap at the snapshot date (i.e. 5 April 2023 for pay and in the 12 month reference period to 5 April 2023 for bonus).

	Mean	Median
Hourly Pay	24.12%	29.03%
Bonus	38.35%	40.00%

An explanation for why we have higher Mean and Median bonus pay gaps than hourly pay gaps could be 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.

Proportion of Employees Receiving a Bonus

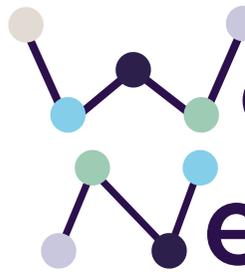
The illustration below shows that of the males eligible to receive a bonus, 50% received one, compared to 54% of eligible females in the 12-month reference period to 5 April 2023. There is a 4% difference, with more females receiving one and continues to improve on the distribution of awards.



Pay Quartiles

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

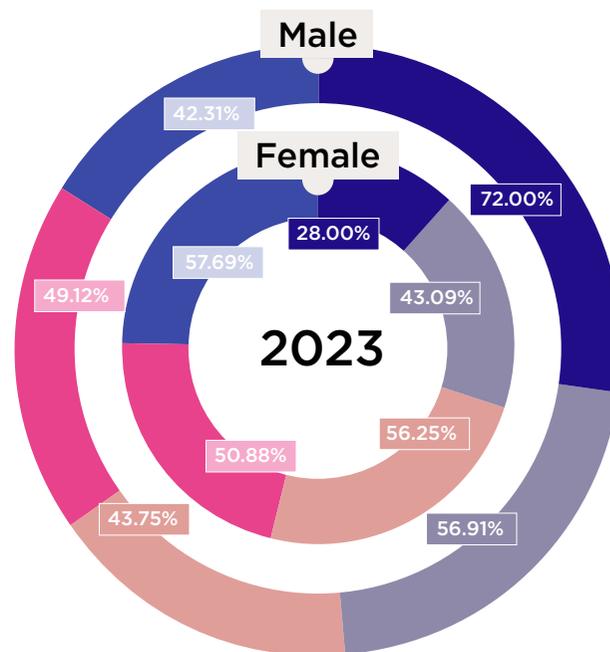
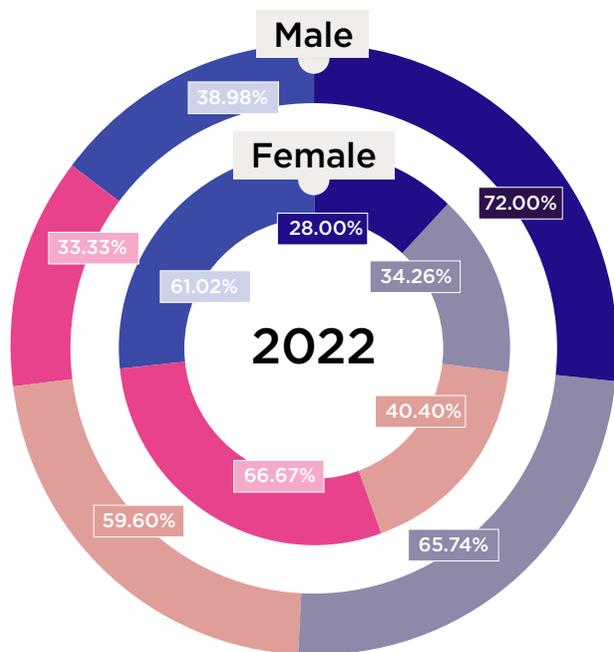
	Lower Quartile	Lower Middle Quartile	Upper Middle Quartile	Top Quartile
Women	63.03%	65.88%	54.72%	30.66%
Men	36.97%	34.12%	45.28%	69.34%



Women's Network

In 2023 we introduced the Carter Jonas Women's Network, started by employees across the company, and open to all. They have the following core objectives:

- **Inspire** - Show the path to others every step of the way
- **Inform** - Widen knowledge and prompt discussion
- **Connect** - Enable mixing across specialisms as well as across the country
- **Support** - Improve access to and promotion of mentoring and wellbeing resources



Percentage of employees at each grade, by gender

- Salaried Partner
- Associate Partner
- Associate
- Senior Surveyor/Planner/Negotiator
- Surveyor/Planner/Negotiator

Our ESG Strategy



Since 1855, Carter Jonas has worked with and within the natural environment. We strive to be at the forefront of action to address the most pressing sustainability issues faced by our sector, our clients, and the communities which we serve.

Our ESG strategy reflects our commitment to Empowering our People, Protecting our Planet, and Championing our Communities. Learn more [here](#).

Action Plan to Address the Gap



There are a number of key initiatives we continue to work on and embed to improve our gender balance at all levels of the organisation. We are aware that many of the actions will work to encourage more women into Carter Jonas, retain them, and support them to reach their full potential.

- EDI is a central component of our People Strategy, 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 supported by our recently reviewed 'People' 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. We have also introduced a dedicated Women's Network this year.
- We continue to work with Clear Assured and have now achieved Gold accreditation in just 2 years of working with them, which provides third party recognition for the EDI work and progress we have made in all areas.

- During our most recent Investors in People (IIP) audit 2022, we were also commended for our effective EDI agenda and initiatives. The assessor commented about how he was 'confident that our approach will continue to produce results because it is a key component of our overall growth strategy'. We continue to develop our approach for future assessments.
- We have reviewed all recruitment processes to adopt methods for encouraging more female applicants, including 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. Our recently launched Recruitment refresher module also has an 85% completion rate and is embedded further through workshops for managers.
- EDI training is provided for all current and new Carter Jonas employees and Partners, with refresher training provided on a bi-annual basis.

- We continue to host high-profile events with an EDI focus and make these accessible to everyone at Carter Jonas. Due to positive feedback we continue to look for and use role models at these events to share personal insights, which are very well received.
 - Internally we have also published a number of spotlight interviews from females in Senior Management roles and continue to share the successes of those from diverse backgrounds at Carter Jonas.
 - Further enhanced maternity and paternity benefits were introduced in 2021 to support working parents. So far, 65% of those going on maternity leave have been eligible for the higher levels of enhanced pay. We continue to review these against the industry benchmark on a regular basis and believe it to be a competitive scheme.
 - We have introduced further guidance for managers to support those returning from parental leave. The employees themselves are offered a Parental Leave Mentor, who is separate to their line manager, for more informal questions and professional advice.
 - We have designed a programme aimed at people returning to work from a career break. Women returning from maternity leave remains high at 73% for 2023, compared to just 60% three years ago.
- Maintaining a balanced number of female Graduates joining Carter Jonas with 44% of those offered roles in 2023 being female.
 - We have supported the training of mentors to further develop our mentoring network. Over a third of the network is made up of female professionals (37%). 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 invest in the upskilling of current staff and advancement of professionals through our Apprenticeship programme and have seen a 60% increase in the number of apprenticeship starts during the strategy period. This complements our work experience and internship programmes.
 - We continue to develop, offer and promote our family friendly policies to improve our performance in this area.



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 continue to improve Gender Balance across all grades. We will continue to consult with our employees about our gender pay gap and consider any suggestions for improvement.

We confirm the data reported is accurate



Richard Bruce
Chief Executive



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