



Gender pay gap report

2022/23



A message from our Chief Executive Officer

At Clancy, we put people at the heart of our organisation and recognise that they are our greatest asset. We strive to ensure we recruit the best talent across the business, invest in their development as part of a robust retention strategy which in turn will deliver on our ambition to be the infrastructure partner of choice to .

We are committed to continuing to play our role in attracting brilliant females into our sector. We actively encourage and support industry specific networking events for women as well as tailoring our recruitment strategy to provide attractive packages that appeal to emerging talent and seasoned professionals looking to Clancy to support their career aspirations. We recognise that as a key player in the sector we have an important part to play to address the diversity challenge faced in construction.

For over 65 years we have supported our mission ‘to make life better for all our growing families’. We adopt a culture that is underpinned by our inclusive style to encourage openness and challenge traditional norms. Our values support the mission to ensure that everyone can perform, develop and thrive while working for Clancy in whatever capacity.

This report outlines our commitment to closing the gender pay gap across our business. As we continue to grow and develop, we will provide a platform to celebrate our successes, but also to address areas for potential improvement.

We will continue to proactively review our gender pay gap and identify opportunities to make further progress.

Matt Cannon
Chief Executive Officer

Our gender pay gap statement

Under UK government regulation, The Clancy Group Ltd. is required to annually report its gender pay gap.

The gender pay gap shows the differences in the average pay between men and women. It does not measure equal pay which deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value.

Clancy's gender pay gap results are impacted by our ratio of male to female colleagues. This ratio is representative of the utilities and construction sector.

We are committed to ensuring that all colleagues, male or female, are treated fairly, including in relation to recruitment, pay and benefits. As a result, we have noted several measurements and processes:

- We have seen the number of women in our business increase in 2023.
- Our recruitment and selection process remains standardised for all roles.
- Our reward strategy provides a clear framework and set of principles that ensures everyone is treated fairly in relation to pay and benefits.
- Annual benchmarking with the external marketplace enables us to make adjustments as necessary, ensuring our pay rates remain competitive. Benchmarking is in place for all new hires and promotions at management level.
- A robust approvals process is also in place for review of variations in pay, outside of the annual pay review process.

I can confirm that the gender pay gap data contained in this report for The Clancy Group Ltd is accurate and has been produced in accordance with the guidance on managing gender pay developed by the Arbitration and Conciliation Services (ACAS).

Charlotte Russell
Human Resources Director

Understanding the gap

In this reporting period(April 2023) the mean gender pay gap increased by 2.43% to 12.52%.

The median pay gap decreased by 2.57% to 18.14%.

Our bonus pay gap continues to improve year on year with more and more colleagues receiving bonus payments as the business performs well.

We remain confident that colleagues are paid equally for work that is of an equivalent value across the Clancy family. As per previous report findings, our gender pay gap exists partly because of the significant difference in the number of men and women employed.

81% of our colleagues are male, and this weighted distribution of men to women highly influences our gap rather than there being an explicit difference in the reward framework for women and men doing the same role.

A large proportion of our workforce are men who work in the operational delivery area of our business. Due to the type of work carried out, a remuneration framework is in place that includes overtime, shift premiums and productivity bonuses paid on a regular basis. These pay arrangements are not applicable and / or widely available across all work activities and this contributes to the outcome of our gender pay gap analysis.

There is a larger proportion of women in the lower quartile earnings range, as they typically undertake administrative roles. This has risen from 25.6% to 29.31% in this year's report.

The proportion of women in the upper quartile has reduced slightly from 12.4% to 12.28% as a result of new senior hires into the business being filled by men in the higher earnings brackets.

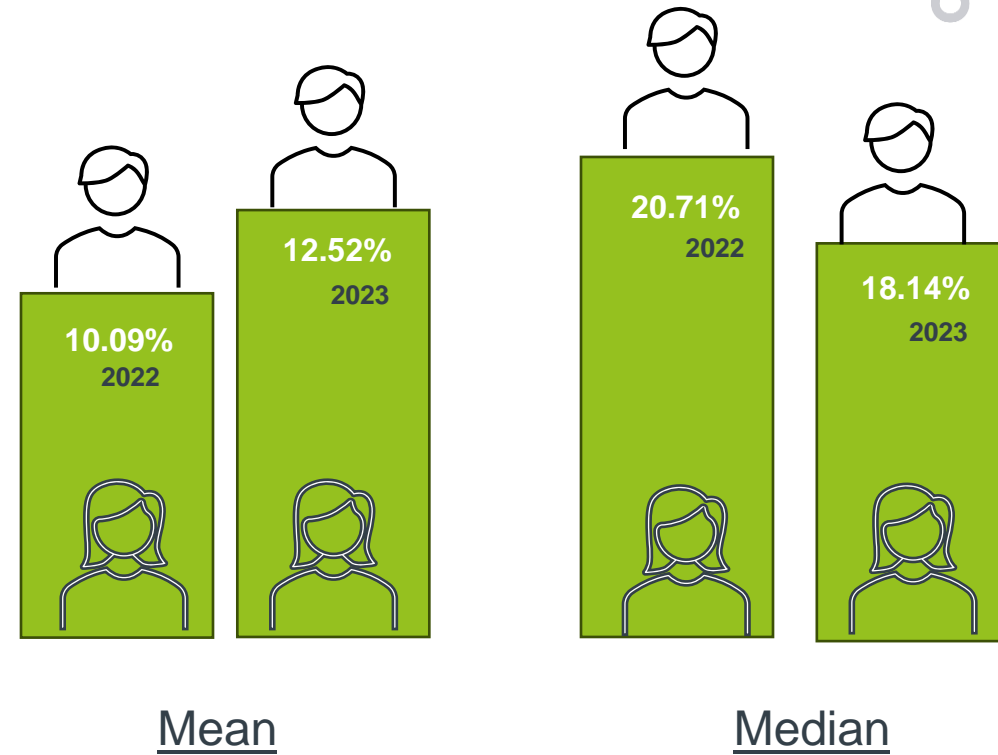
Our female workforce has been slowly increasing and we are pleased to have 5% more females in the business now compared to last reporting year.

Mean and median gender pay gap (as at 5 April 2023)

Mean gender pay gap has increased by 2.43% compared to 2022 and our median gender pay gap has decreased by 2.57%.

Clancy's workforce profile continues to have an impact on our gender pay gap as it is made up of 81% males and 19% females and a greater proportion of our senior leadership roles are held by men.

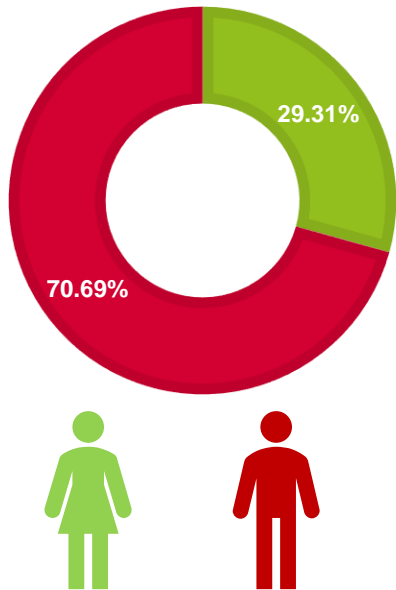
Women make up 36% of our white-collar roles.



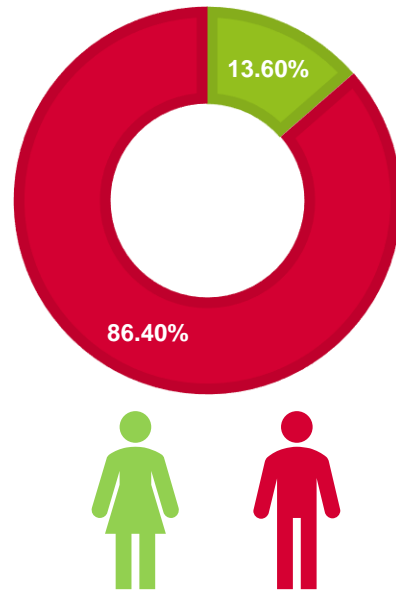
The mix of roles undertaken within the organisation by each gender has driven the pay gap results.

Distribution of male and female employees across pay quartiles (as at 5 April 2023)

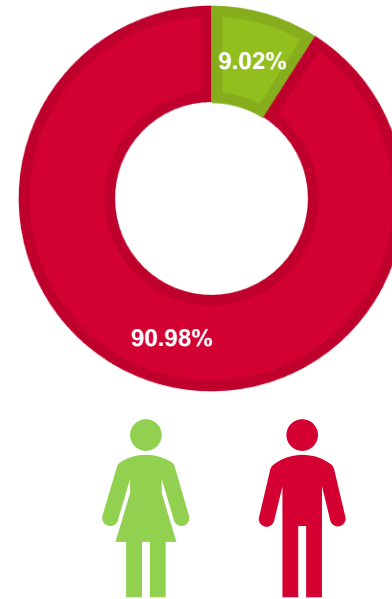
LOWER QUARTILE



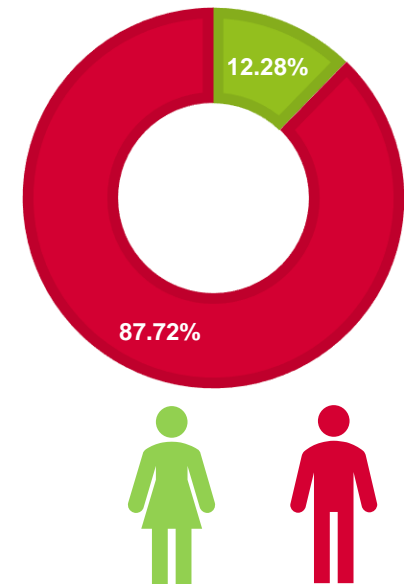
LOWER MIDDLE QUARTILE



UPPER MIDDLE QUARTILE



UPPER QUARTILE



A key factor to impact our results this year is the distribution of women across the workforce. There has been a higher intake at both the lower and lower middle quartiles, which has seen an increase in the proportion of females by 3.5% (25.6% in 2022) and 2.6% (11.0%) respectively.

The proportion of women in the upper quartile has seen a slight decrease down from 12.4% in 2022. This has resulted in a slight increase to the gender pay gap.

Mean and median gender bonus pay gap (earned in 12 months to 5 April 2023)

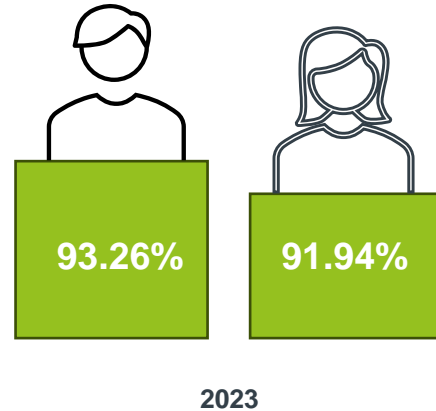
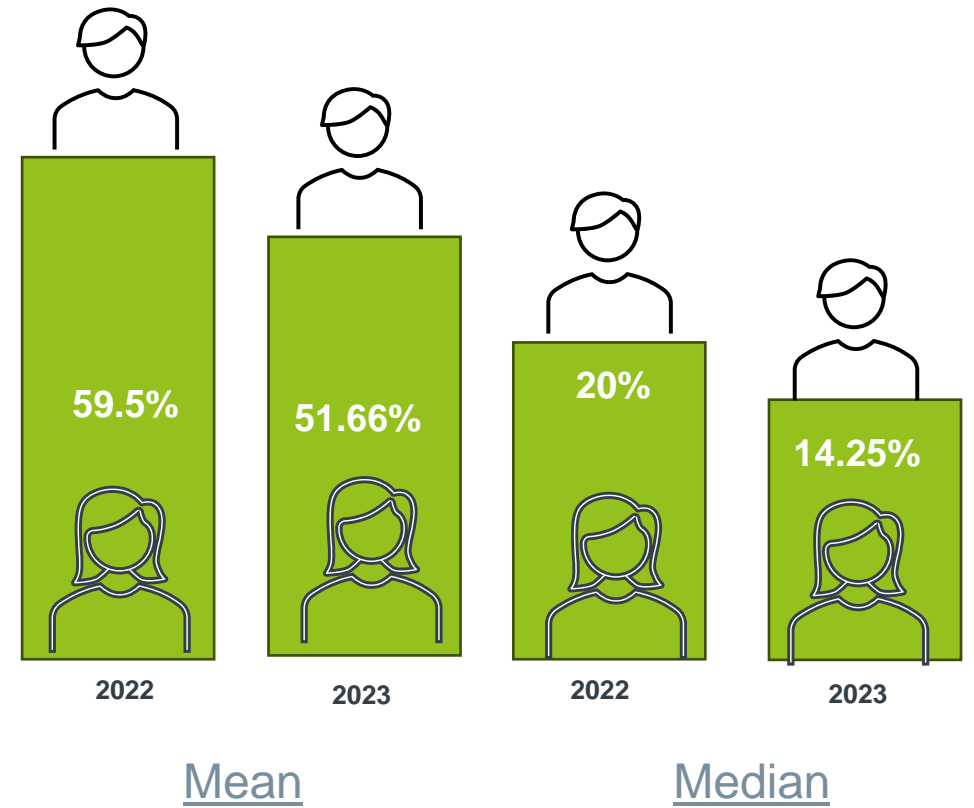
The bonus gap has improved at the mean compared to 2022 and is the result of a more balanced ratio of colleagues in receipt of a bonus.

Mean 51.66%
Median 14.25%

Men typically occupy operational roles, which attract performance bonus schemes, and additionally occupy 87% of senior roles in the business which has impacted the mean bonus pay gap.

Progress made
In 2022, women’s mean bonus pay gap was 59.5% lower than men’s and the median bonus gap was 20% lower.

In 2021 the bonus pay gap Mean was 75.81%, Median 52.76%



Percentage of colleagues receiving a bonus

Payment of two cost of living payments in November 2022 and February 2023 has resulted in the percentage of colleagues receiving bonus increasing by 23% from 2022.

Our Diversity and Inclusion Journey

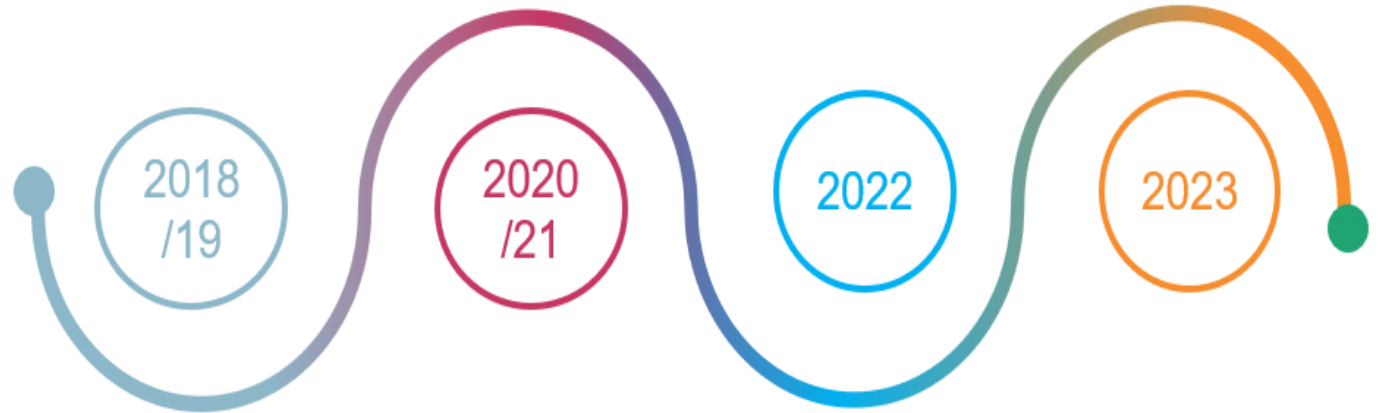
Our journey so far

In 2023, we focused on embedding our key initiatives and policies to make Clancy a more inclusive place to work, as well as introducing development schemes for our people. We held our second Women of Clancy event and conducted our first “In Her Shoes” survey.

We also received external recognition for our Inclusion efforts throughout the reporting period.

We continue to build on our actions outlined in our Diversity and Inclusion (D&I) roadmap and have so far developed colleague networks, reviewed family friendly policies, embedded the D&I committee and launched the ‘Dare to Be’ development programme.

We remain proud of our management development programmes where women are strongly represented.



Achievements

- D&I Steering committee set up
- Signed up as Disability Committed.
- EDI training for Board & Leadership team
- Signed EU Skills Inclusion Commitment
- D&I strategy & policy
- Signed Armed Forces Covenant & updated policies

Achievements

- Clancy Cares Calendar
- D&I Council formed
- EU Skills EDI benchmarking
- Refreshed careers website
- ATS implementation
- Equality questionnaires.
- AFC Silver status & AFF employee network formed

Achievements

- Improved Clancy Cares calendar
- One Clancy – Clancy Cares pages launched
- 1st Women’s Event and Women’s networks
- FIR framework (SCSS)
- Women’s Mentoring launch
- Respect training for managers & supervisors

Achievements

- Women’s mentoring – 2 cohorts
- 2nd Women’s event
- Pride month
- Respect TBTs
- D&I Award at the UK Logistics Van Awards
- Finalists at Women in Construction & Engineering awards and SCSS Inspiring Change awards,

35% of our identified top talent at Clancy are women



Future opportunities

Clancy will:

- Remain focused on attracting and developing our talent in a way which supports the continued progression of more diverse teams.
- **Continue to annually benchmark with a focus on equality and safeguarding around gender pay gaps.**
- Refresh our colleague networks across to ensure anyone can participate and get involved in gender specific topics.
- **Grow colleague networks to attract more people into the industry ensuring that everyone knows that a career in construction / utilities is open to all.**
- Support internal promotions to women in our workforce by making them aware of the opportunities
- **Ensure we have a mix of males and females on our management development programmes**
- Supporting engagement into our Women's mentoring scheme (launched in 2023).
- **Review and assess early talent opportunities ensuring graduate and apprenticeship programmes are diverse and accessible to all.**
- Promote and foster an inclusive workplace culture continuing to raise awareness and knowledge of EDI for all colleagues through the rollout of our Respect programme.