



The Clancy Group Limited

Gender Pay Gap Report 2021/22 Pay Data



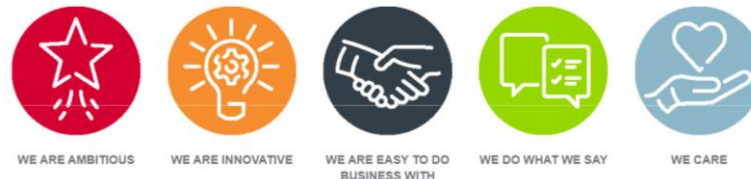
Gender Pay Gap Statement

At The Clancy Group Ltd, we believe that our people are our greatest asset and as a result, the ability to be able to retain employees and attract new talent for the future is a key focus area.

Our mission 'to make life better for all our growing families' is inclusive in its intent and provides us with a platform to enable a culture that is fair and respectful for all. Furthermore, the Clancy values demonstrate our desire to invest in our people and our commitment to all colleagues, regardless of gender. We want to ensure that everyone has the opportunity to perform, develop and thrive while working for the organisation..

We are committed to continuing to work hard to increase the number of women entering our industry and the organisation by utilising female industry specific networking events and bodies as well as tailoring our recruitment campaigns to attract the best talent. We are also committed to supporting women once they join us and ensuring that they maximise their potential. Our work, both internally and with industry bodies, to address our diversity challenges continue to remain a focus for us.

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).



Kate Douglas
HR Director

Our Results

The Clancy Group Ltd believes in the value of diversity and understands the need for its workforce to reflect the customers and communities in which it works.

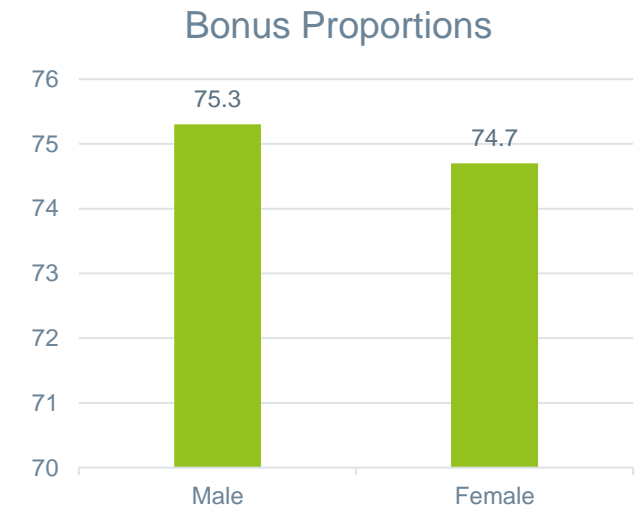
Gender Pay and Bonus Pay Gaps 2021/22

Mean Gender Pay Gap*
10.09%
(LY 2020/21 – 17.56%)

Mean Gender Bonus Pay Gap**
59.5%
(LY 2020/21 – 75.81%)

Median Gender Pay Gap*
20.71%
(LY 2020/21 – 27.5%)

Median Gender Bonus Pay Gap**
20%
(LY 2020/21 – 52.76%)

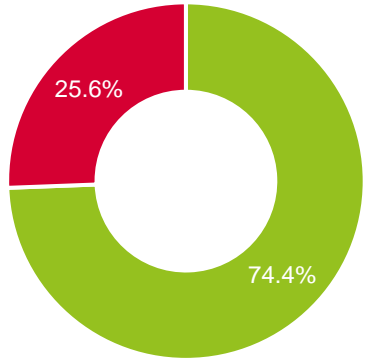


* data on 5th April 2022

** data for 12 months ending 5th April 2022

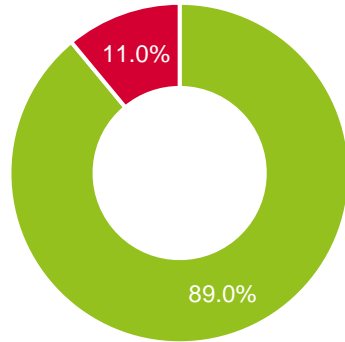
Pay Quartiles 2021/22

Lower Quartile



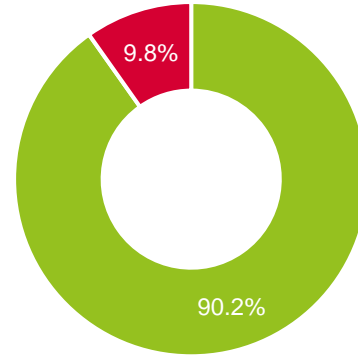
Male Female

Lower Middle



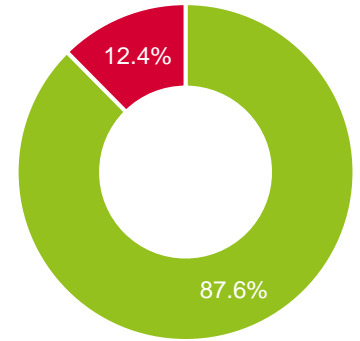
Male Female

Upper Middle



Male Female

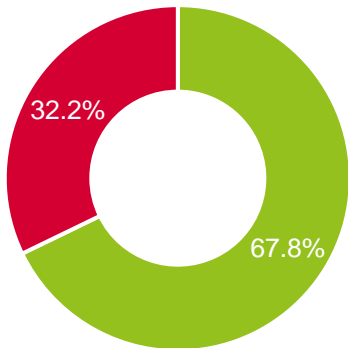
Upper Quartile



Male Female

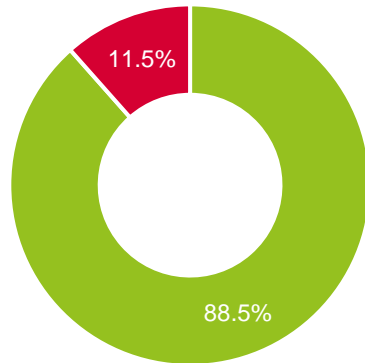
2020/21

Lower Quartile



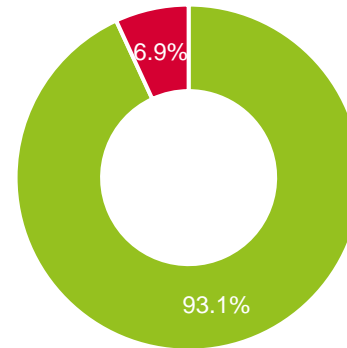
Male Female

Lower Middle Quartile



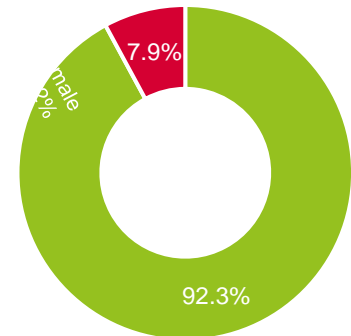
Male Female

Upper Middle Quartile



Male Female

Upper Quartile



Male Female

Understanding the Gap

We remain confident that our employees are paid equally for work that is of an equivalent value across our organisation. As per previous year's results, a gender pay gap exists within our business partly as a result of the significant difference in the number of males and females employed by the organisation. The fact that **86%** of our employees 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 being carried out, a remuneration framework is in place for this work activity that includes overtime, shift premiums and productivity bonuses paid on a regular basis. These pay arrangements are not applicable across all work activities, and this contributes to the outcome of our gender pay gap analysis.

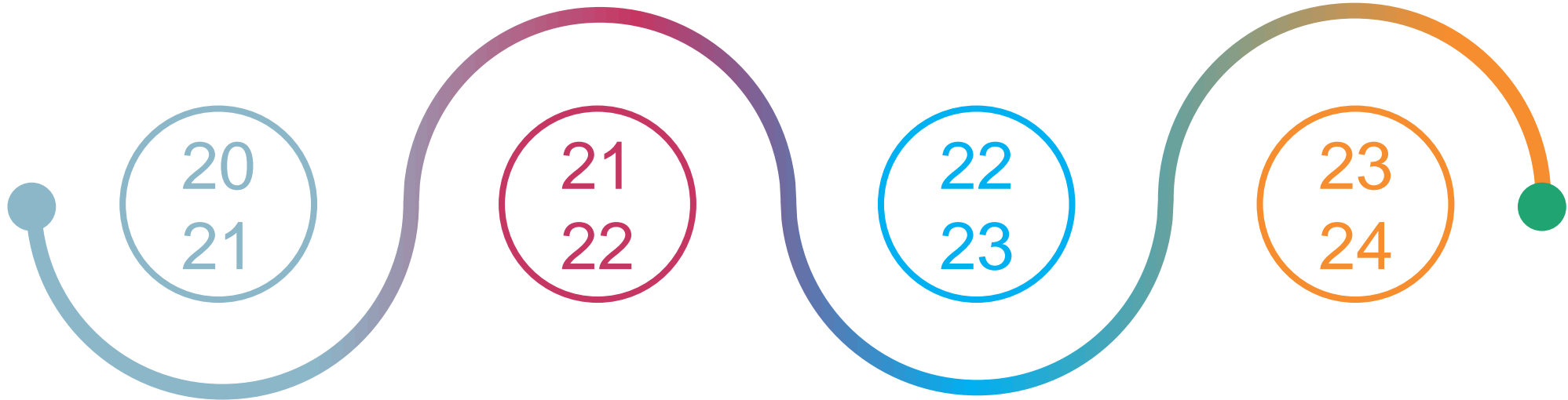
Our senior management team also consists predominantly of men. This gender profile influences our gender pay gap data in relation to the differences in pay and bonus for men and women.

The figures for 21/22 show an improvement in the number of females achieving remuneration within the upper quartile and a reduction in the gaps for all measures. Whilst this is an encouraging picture we will continue to work to improve our position.

Our D & I Strategy



Our D&I Journey



ACHIEVEMENTS

- Development of D&I Policy, Strategy & Action Plan
- Sign up to Disability Committed
- EU Skills Inclusion commitment
- Development of Armed Forces Covenant & Forces Friendly Policies

ACHIEVEMENTS

- Clancy Cares Calendar commenced
- D&I council commencement
- EU Skills D&I Benchmarking
- Clearer monitoring of applicant data via applicant tracker system
- Armed Forces Network established
- Silver Status Armed Forces Covenant achieved

ACHIEVEMENTS

- Respect training rolled out for all managers
- Women's Network set up
- Active involvement of the D&I Council in initiatives
- Sponsorship of Black Professionals in Construction Awards
- Women's mentoring programme established
- Placements opportunities created for veterans

FUTURE PLANS

- Respect training roll out across the operational business
- Aim for Gold Armed Forces Covenant
- Targeted initiatives for veterans and ex-offenders
- Expand the Women's mentoring programme
- Implement a wellbeing charter

Highlights

Inclusion Commitment

We continued through 21/22 to work alongside other companies in the utilities and power sectors in accordance with the EU Skills Inclusion Commitment. We actively collaborated as an industry to focus on growing more diverse talent pools and undertook a survey to review the data movements, and have committed to annually monitor our progression to attract more women into the industry.

Diversity & Inclusion Journey

The Diversity & Inclusion Council, with representatives from across the business, has continued to promote diversity and inclusion to their colleagues. The group has collaborated to create a clear strategy and an action-packed agenda, full of D&I-related material that has received enthusiastic feedback from our employees. We continued our Clancy Cares Calendar, which is a series of events, knowledge shares and activities for employees to get involved in across the areas of Diversity & Inclusion, Wellbeing, Rewards & Benefits and the Environment. We held a roadshow at sites across the country to promote these activities and communications to all.



Training

We also partnered with the Supply Chain Sustainability School to deliver Respect training for all front line supervisors and management covering what inclusion means, how to value diversity in colleagues, how to be conscious of the impact of our own behaviours on other people and how managers can role-model as well as engage colleagues in D&I good practices.

Our Women's Network

A key initiative launched at an inaugural event in March 2022 was our Women of Clancy (WoC) Network. The network was established to provide guidance, support and networking as well as promoting opportunities for women in construction. At the WoC event guest speakers gave helpful advice on building a personal brand and combatting imposter syndrome. As part of the ongoing programme we have commenced a mentoring programme which gives our female colleagues the opportunity for personal and professional development whilst fostering valuable connections.

Our Mission

We are committed to supporting the empowerment of women, to achieve success on their own terms. We strive to provide opportunities for women to connect with and support each other.

The Women of Clancy Network is passionate about every person's success and will support and contribute to personal and professional development of our women to meet their needs at the right time in the right way.

Our Vision

We shape the future of Women of Clancy by providing opportunities for development and fostering valuable connections.

Our Values

- We recognise and promote one another
- We are accessible
- We are collaborators
- We pursue growth and learning
- We take risks
- We support women



Women of Clancy
A NETWORK TO THRIVE & GROW

Future Plans

Attract and retain a more diverse workforce at all levels

Our recruitment team are actively working on attraction strategies addressing the gender and race gap in construction, collaborating with organisations who support these goals, together with identifying more opportunities for ex-armed forces and ex-offenders.

Continue to invest in our people

We intend to roll out our Respect programme (diversity & inclusion training) to the whole business, providing interactive Toolbox Talks to our operational teams to champion diversity and promote inclusion within their teams to create a welcoming and supportive environment for all.

We have plans for another Women of Clancy personal development day for our female colleagues as well as expanding the mentoring programme.

Supporting the wellbeing of our people

Our Clancy Cares calendar will continue to expand and promote our physical, mental and financial wellbeing initiatives as well as providing opportunities for all colleagues to develop, with a particular focus on women in certain months of the year. We are also creating a wellbeing charter, to further develop the support we offer to all our colleagues.