

GENDER PAY GAP REPORT 2023

Carter Synergy is a provider of Refrigeration, Mechanical, Electrical and core building services operating nationally across a broad range of sectors with a workforce primarily employed across England and Wales.

It is our requirement by law, to carry out Gender Pay Reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Gender Pay vs Equal Pay

This report focuses on the Gender Pay Gap for Carter Synergy and not Equal Pay, these are two separate issues. The Gender Pay gap looks at all roles across the organisation and measures the difference between male and female average earnings across the business. The data is expressed as a percentage of male earnings i.e. women earn x percent less than men and is calculated looking at individuals hourly rates. If a negative percentage is presented, this would mean that women earn more than men.

Equal pay is the right for males and females to be paid the same when doing the same or equivalent work. Having a gender pay gap does not automatically mean there is an equal pay issue within the organisation, and we believe that we pay equal rates across our roles within the business. However, there can be several reasons for a gender pay gap. These will be explored and explained in the following report. Carter Synergy is committed to Equal Pay rights, but also to improving our Gender pay gap.

Reporting annually is an important way to see how our recruitment, reward and business decisions have impacted the aim of achieving a diverse and inclusive workforce.

What does the report measure?

Our requirement involves carrying out six calculations that show the difference between the average earnings of men and women within the organisation. We can use these results to assess:

- the levels of gender equality in our workplace
- the balance of male and female employees at different levels
- how effectively talent is being maximised and rewarded

The challenge for the Company and across Great Britain is to eliminate any gender pay gap. This report shows our gender pay gap for 2023, our analysis for the reasons into the gaps presented and outlines what we will try to do to address those areas.

For our 2023 report, we take a snapshot of data as of 5th April 2023. At this time the business employed a total of 322 full time equivalent male members of staff and 31 full time equivalent female members of staff totalling 353 (a reduction of 3 from 2022).

Ordinary Pay

The Mean hourly Pay difference between Male & Female employees is:	24.7%
The Median hourly pay difference between Male and Female employees is:	34.6%

The mean is the average calculation from the hourly rate data. It is achieved by adding all the pay rates together and dividing it by the total number of pay rates. In this report it shows that in 2023 women were paid an average of 24.7% less than men.



When comparing the average hourly rates (mean), women receive 75p for every £1 men receive. However, since we have first started to report our gender pay gap in 2017, we can see that the gap has reduced by nearly 14%

	2017	2018	2019	2020	2021	2022	2023
Mean Gender Pay	38%	40.1%	32.2%	30.8%	19.3%	25.3%	24.7%
Median Gender Pay	39.4%	34.7%	33.3%	34.2%	29.6%	36.5%	34.6%

The median is the middle value when all hourly rates are listed from lowest to highest. We are aware that the National gender pay gap is 14.3% on average in 2023 across all organisations, work types and sectors which is significantly lower than the pay gap we present. Our median pay gap has reduced slightly from when we first started reporting (39.4% in 2017) and has fluctuated across our reporting periods. There are a number of factors that can influence this. The business has gone through a significant period of change over the last 7 years and operations that had a greater make up of female employees are now no longer part of the business operating model. 2021 also skewed results due to the effects of furlough during the pandemic.

Looking at our organisation makeup, Carter Synergy continues to have a gender imbalance in the different levels of roles within the business, which is demonstrated when looking at the quartile split. Our engineering resource is 100% dominated by a single sex (male) and represents over 50% of our total workforce. Across our total workforce our female headcount is around 10%. Whilst there is no occupational reason for male dominance it is difficult to attract females to engineering roles. In addition, we also have strong retention rates across core areas of our senior employees which reduces the opportunity for development.

Women are a minority in the UK’s STEM workforce (science, technology, engineering, and maths) and less than 15% of engineering professionals are women. As a social trend, women are less likely to study in STEM fields and therefore attracting women continues to be a challenge. We recognise as a business we continue to have a low representation of females in middle and senior positions within the organisation, although we continue to make changes when an opportunity develops, with small progress being made within this year’s report in the higher quartiles.

Bonus Pay

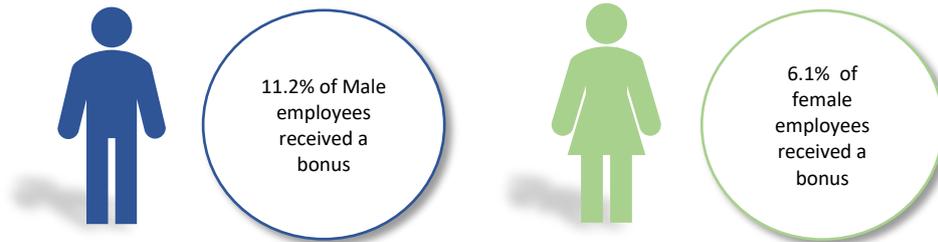
The Mean bonus difference between male and female employees	37.7%
The Median bonus difference between male and female employees	23.8%

Bonuses within the business are generally awarded around the project delivery, service delivery and sales functions and a structured programme is in place within these areas. The bonus schemes are role based and identical for those within that position however males make up significant

representation within these areas of the business. Typically, people within more senior positions receive higher pay and bonuses are rewarded against the level of responsibility they hold.

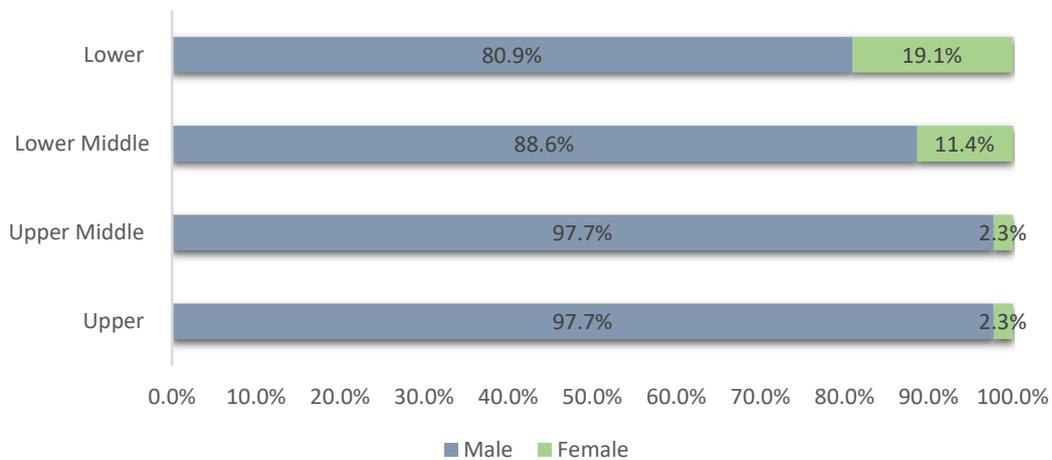
As reported previously, historically we have departments where we would not consider awarding a bonus such as finance or administrative functions. Females make up significant representation within these areas of the business.

The Proportion of Males and Females Receiving a Bonus Payment



We do have representation of females within all levels of the organisation however the larger proportion are employed within lower-level roles within the organisation.

The Proportion of Males & Females in each Quartile (%)



Next Steps: Action Plan

We are committed to taking action to try and reduce our gender pay gap and recognise that we have work to do to improve this and it be reflective of the communities we operate in. We will continue to proactively try to make a difference in our gender pay gap by working towards the following actions:

Training, Recruitment & Retention

A large proportion (50%) of the Company’s human resource is made up of engineers, and unfortunately, it is evident that we struggle to attract females into this industry (as referred to above). As a business we will aim to recruit and develop more female employees; to achieve this we will:

- Continue to utilise initiatives such as the Apprenticeship Levy and review our current training opportunities to encourage an increase in female representation at a senior level.
- Review our recruitment processes and strategies to ensure that we focus on attracting female talent into our workforce
- Attempt to eliminate perceptions that engineering should be a male dominated environment and Utilise STEM activities within the educational setting to promote that engineering is open to males and females.

Flexibility

We have implemented hybrid working practices against our roles that have typically been office based following the adaptations we had to make during the COVID-19 pandemic. Where possible we encourage roles to be balanced between home and the office. The continuation of these practices allows us to attract a broader range of people into the business. We will also look to see if our site-based roles can be achieved more flexibly through operating non-traditional working hours but still meeting the needs of the customer.

Pay & Reward

In determining any pay awards, as a business, we look at the economic climate, and both company and individual performance. We will continue to integrate gender pay gap considerations into future pay and reward reviews. We need to consider offering modern and flexible benefits that appeal to a broader range of people in addition to some of our enhanced family leave practices.

Declaration

I hereby confirm the information provided in this report to be accurate.



A Bews
HR Director
March 2024