



GENDER PAY GAP REPORT 2023/2024



SUCCESS FOR ALL

A MESSAGE FROM THE CEO

I am extremely pleased that the latest data demonstrates the gender pay gap at Curtins has reduced further with a mean of 23.8%, down from 25.9% the previous year.

This is welcome evidence that the work we continue to undertake to address imbalance is having the intended impact.

Our ambition has always been to achieve incremental improvements year on year in a sustainable manner. We remain clear in our objective: to be driven by a combined focus on short-, medium- and long-term efforts that will ensure a maintainable change. We do this as part of our broader EDI commitment for the benefit of everyone, including both current and future employees, as well as the wider communities we serve.

Our holistic approach to equity at Curtins is far-reaching; from dedicated support for women in our business to a broader approach aligning with STEM initiatives in schools across the UK and Ireland. This report outlines the work we have undertaken in the period since we published our 2022/23 Gender Pay Gap figures and the plans in place for 2024, making sure we continue the momentum of positive change.

We believe that by continuing to build on our ethos and culture that celebrates diversity and isn't afraid to adapt for equity, we will continue to see the gender pay gap reduce. I remain absolutely committed to action until parity is reached.

Kind Regards,

Rob Melling
Chief Executive

OUR SOLUTIONS

SUPPORTING OUR TEAM: INCLUSIVE BEHAVIOUR WORKSHOPS

In 2023 we introduced an Inclusive Behaviour Workshop at Curtins. Through research we identified that attending construction sites is the most common location for our colleagues to experience non-inclusive behaviours, and so we developed training specifically targeted at supporting people when in that environment and experiencing or witnessing discrimination. Following a successful pilot, we will now roll this training out further with the goal of providing our team with a toolkit of ways to respond to prejudice in a safe and appropriate way.

BREAKING THE PERIOD STIGMA

We now provide period products in our offices for colleagues and visitors to use. It is a small and simple change, but an important one, and we hope it makes people feel more comfortable and considered when spending time at a Curtins' premises. It is also a move to help break the stigma associated with menstruation and the barriers that such a stigma can create.

Building on this, we are preparing to launch a month-long awareness and education campaign around women's health, culminating in a company-wide event on World Menstrual Hygiene Day on May 28th. This will include training for managers in how best to support people in their team experiencing symptoms; recognising that these must be based on the needs of the individual but approached from an informed position. This was a subject identified and explored as part of Reverse Mentoring programme, and a number of teams across the business are now working together to establish the necessary toolkit and amplify the message for everyone at Curtins.

RECRUITING DIVERSE TALENT

Recruitment remains an area of focus for Curtins in our Gender Pay Gap strategy. It is a crucial opportunity for us to attract and appoint greater diversity, in addition to that which we retain in the business.

We have introduced a new module called 'Effective & Inclusive Recruitment' to Step Ahead, our Management Training Programme. The purpose of this is to ensure a consistent approach to finding and selecting new recruits in terms of behaviour and mindset, working in tandem with established company-wide processes that promote equity. Participants in the training are those who are directly responsible for conducting the interviews and managing the selection process. This module aims to help individuals to identify, challenge and remove their own unconscious bias tendencies as well as providing them with the tools to address it in others. This goal of this proactive approach is to remove any unconscious barriers that may remain at the recruitment stage.

LAUNCHING OUR SUCCESS FOR ALL MENTORING PROGRAMME

The representation of diversity in our more junior roles is far greater than our senior roles and so attention has been focussed on how to ensure that this talent remains in the business, nurtured into leadership positions. This is a longer-term strategy but one which requires time and resource now in order to realise the benefit in the future.

This year we will launch our Success for All Mentoring programme; a scheme designed specifically to provide dedicated support for minorities in our business, helping them to thrive in senior positions. We are inviting people in the role of Principal and Associate to register for participation, and they will be mentored for a period of twelve months by a member of the Senior Management Team.

While this is not limited to gender, we hope and anticipate that women will be take part and will therefore benefit from the network of knowledge, support and guidance that this programme will create.

In addition to the areas identified above, the following activities also support our work in closing the Gender Pay Gap:

- Commissioning Partners on the *Breaking Down Barriers Report*, led by Westminster.
- Signatories on launch of the *ACE People First Charter*.
- Enhanced Guidance for Managers: supporting people who are pregnant, on maternity leave and returning to the workplace following maternity leave.
- Launch of *Thrive at Curtins* – a comprehensive Wellbeing programme tailored to individual's needs.
- Introduction of an EDI Form to gather data on minorities in our business, informing our support provision.
- Enhanced recruitment and interview guidance documents to support equity at selection of new employees.

RESULTS

GENDER PAY GAP BASED ON 2023 (FIGURES REPORTED IN 2024)

GOVERNMENT DEFINITION

The mean hourly rate is the average hourly wage across the entire organisation, so the mean gender pay gap is a measure of the difference between women's mean hourly wage and men's mean hourly wage. The median hourly rate is calculated by ranking all employees from the highest paid to the lowest paid, and taking the hourly wage of the person in the middle. So the median gender pay gap is the difference between women's median hourly wage (the middle paid woman) and men's median hourly wage (the middle paid man).

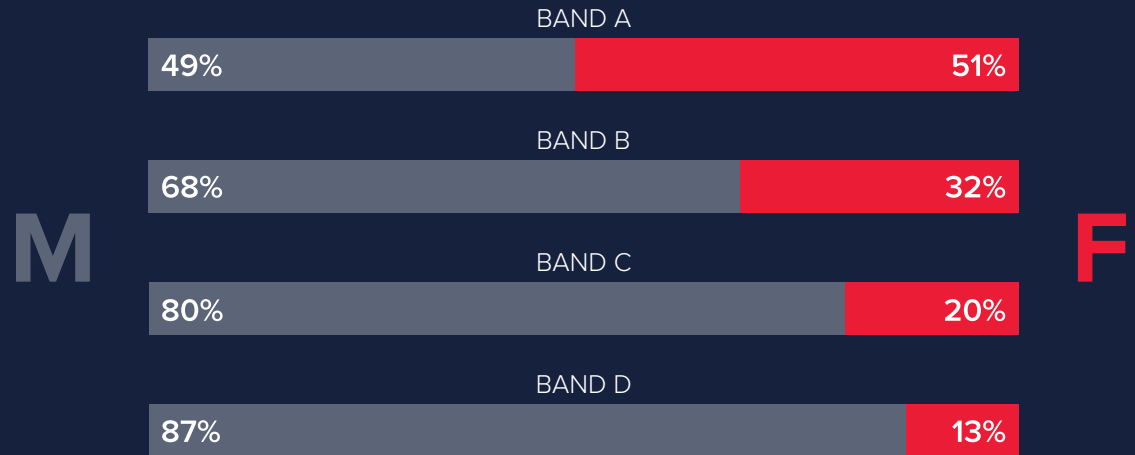
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PAY QUARTILE PERCENTAGES



THE PROPORTION OF EMPLOYEES RECEIVING A BONUS



*this figure is not 100% for either male or female because it only includes colleagues who were employed long enough to qualify for a bonus

