



A fairer workplace

CAIRN HOMES PLC
GENDER PAY GAP REPORT 2021

INTRODUCTION

This is the first year Cairn Homes has reported its gender pay gap. It aims to provide transparent pay data for men and women across all levels of the organisation.

It will also help to drive progress in becoming a more equal, diverse, and inclusive company.



GENDER PAY V. EQUAL PAY

The gender pay gap measures the difference in the average hourly wage of men and women across a workforce, regardless of their role or location. It reflects the types of roles that men and women occupy in an organisation.



It is different to equal pay; equal pay is about women and men receiving equal pay for the same role.

“We are committed to ensuring all employees are rewarded fairly for their work and are provided with opportunities to reach their full potential.”



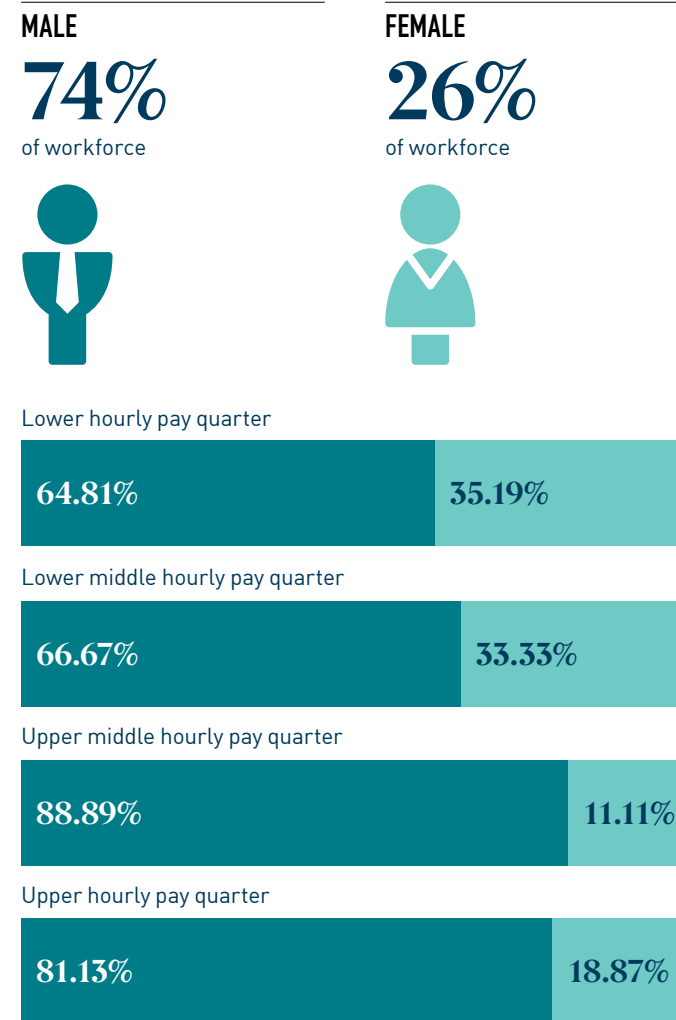
You can also read our Annual Report and Sustainability Report online at cairnhomes.com/investors

OUR GENDER PAY GAP EXPLAINED

A gender pay gap exists within our organisation; the average hourly pay of all men was 19.7% higher than the average pay of all women. The primary cause for this gender imbalance is due to the construction sector traditionally being a male dominated industry. Most senior and technical roles are occupied by men, while women tend to occupy roles within our support services or customer facing teams.

The results relate to a snapshot date of 5th April 2021. On this date there were 218 people in employment, of which 74% were male and 26% were female.

PROPORTION OF EMPLOYEES IN EACH PAY QUARTER FOR 2021



GENDER PAY GAP DATA FOR HOURLY PAY

The average mean pay gap is 19.7%, which means for every 1€ a man earns, a woman earns 80c.



PAY DIFFERENCE BETWEEN MEN AND WOMEN



GENDER PAY GAP DATA FOR BONUS PAY

The bonus calculations relate to amounts received in the 12 months prior to the snapshot date.



PROPORTION OF MALES AND FEMALES RECEIVING BONUS PAY



OUR ACTION PLAN

Supporting Change

We are committed to retaining and advancing our existing female employees as well as continuing to play our part in addressing the challenge of attracting females into the wider construction sector.

We want to close our gender pay gap by building a more equal, diverse, and inclusive workplace and are committed to continuously monitoring and addressing the barriers that exist for females in pursuing a long-term career in the construction sector.

Through our ED&I forum we will identify approaches to attract both graduate and experienced hires that improve the gender balance. We created an ED&I forum to deepen the conversations that were already happening across the business.

A DIVERSE AND INCLUSIVE WORKPLACE

This year we conducted our first employee **engagement survey**, which provided valuable insight into how we can improve and has allowed us to establish a baseline for future years. On our GPtW survey, our ED&I score was 91%. We also achieved a score of 82% on Career & Development which is 5% higher than the Best Large Workplaces in Ireland.

We are conducting a review of our **family friendly policies and benefits** to ensure we provide the necessary support for all individuals with family or caring commitments.

We will also continue to **monitor pay** across our employees to ensure pay inequality has no impact on our gender pay gap.

We provide a **women's mentoring programme** to develop, support and sponsor those in our workforce. As we scale our business over the coming years, workforce planning, i.e. attracting and retaining the talent we need, will require continuous focus. All organisations are competing with a limited talent pool and are working on their value propositions to stand out from the crowd.



We have developed a new **Employee Value Proposition (EVP)** framework to encapsulate all that Cairn Homes commits to providing to ensure that we are the employer of choice in the construction sector. It is centred on three key themes: Connect, Develop, and Inspire. The inclusion of ED&I principles across each theme was a key consideration during the development of the framework.

- **Inspire** you to get involved in building Ireland's future
- **Develop** your career and work on innovative local Irish projects
- **Connect** with like-minded people and turn colleagues into friends



EMPLOYEE ENGAGEMENT SURVEY



91%

combined score on ED&I related topics based on employee responses

87%

of employees stated they are positive about their future at Cairn

90%

of employees feel connected to the company vision and goals and the part they play

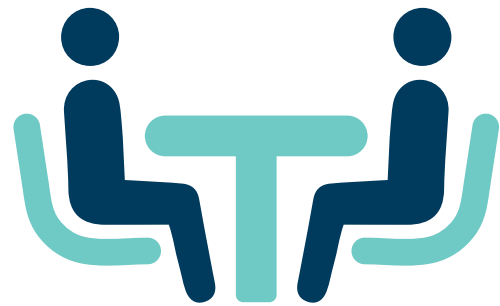
85%

of employees feel that Cairn supports their career advancement and progression

OUR ACTION PLAN CONTINUED

FUTURE TALENT DEVELOPMENT

We recognise the importance of embedding equality, diversity, and inclusion principles in our **recruitment strategy** to ensure we attract and retain female talent. This year we conducted a review of the hiring process to ensure alignment to our ED&I policy. This resulted in the creation of equal opportunities employer statements, anonymising CVs during the review process, and providing unconscious bias training to all people managers.



We know that to improve the gender balance in the long-term we need to actively foster the future generation of talent. We have established compelling **graduate schemes and internships** to attract female STEM talent. Once they join the company, our focus is developing, motivating, and retraining them.

We want to create a diverse and inclusive STEM talent pipeline and promote STEM careers for women. To do this we want to **broaden the image of construction workers and highlight its female-friendly roles** through better education, partnerships and engagement with schools, and colleges and career influencers. We recognize that Transition Year (TY) is a huge opportunity, and we hope to run programmes designed specifically for young females to come into our organisation, see what we do and experience our culture.



INDUSTRY PARTNERSHIPS

We participate in industry-led initiatives to ensure we keep abreast of best practice and to provide third-party verification of our activities.

We are partnering with the **Irish Centre for Diversity**. Their aim is to help embed Equality, Diversity, and Inclusion in all they do. The goal of their Pledge, of which we are signatories, is to positively influence beliefs, attitudes, behaviour and conduct towards issues surrounding ED&I. The framework sets out three stages: committing (bronze), embedding (silver), and leading (gold) and these marks are awarded based on a robust assessment of policies, procedures, training, recruitment, retention, progression, employee experiences and more. We have attained the ICD Bronze measure of success in this area through targeted training for our leadership team as well as all-team sessions. We are currently working towards the silver level and will be inviting all our people to take part in a company-wide training program.



We are signatories to the **BITCI Elevate Pledge**, which shows our commitment to building an inclusive workplace, and supporting the broader values of inclusion, equality and opportunity in Irish society.

We have also partnered with **Rosary College, Crumlin** in Dublin and look forward to working with their students where we will get the chance to share our story and the exciting opportunities, we have to offer everyone in the construction industry.

“We are ambitious about building on the progress we have made to date in ensuring Cairn is a fair and equal workplace, where women are supported. To that end, we will energetically drive progress through our Action Plan in line with best practice and up-to-date research.”

“We are committed to retaining and advancing our existing female employees as well as continuing to play our part in addressing the challenge of attracting females into the wider construction sector.”

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