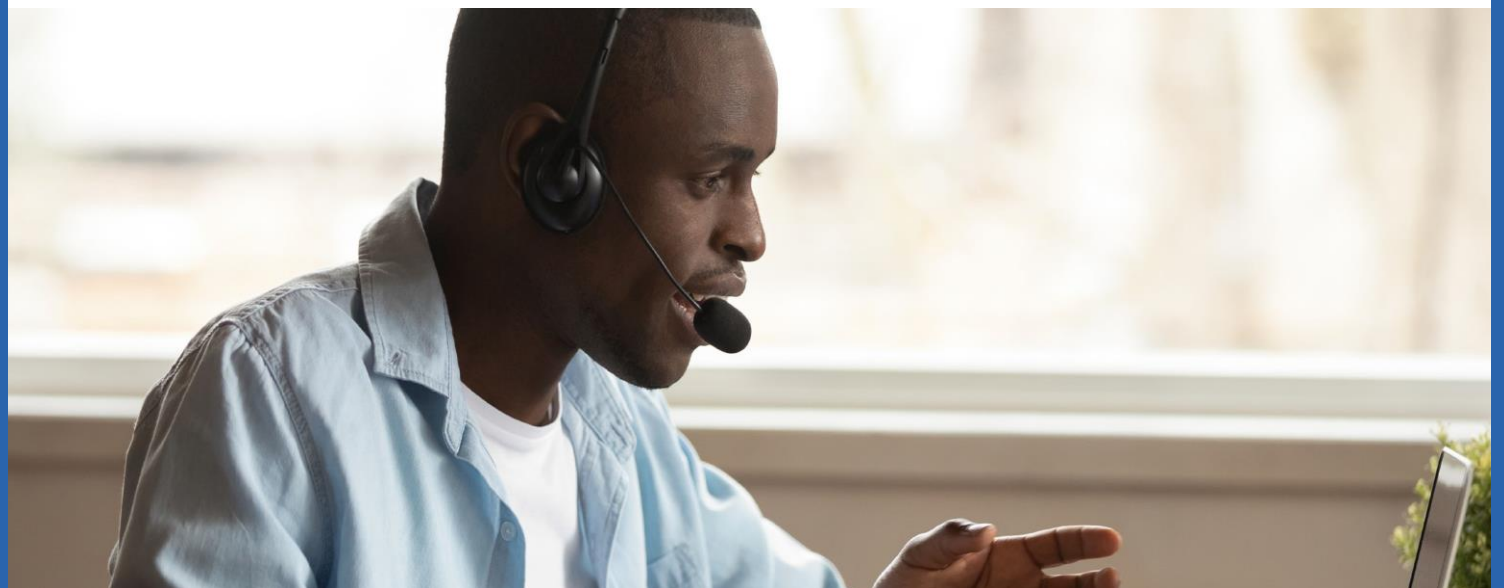




Gender Pay Report 2023

CET Structures Limited

1 April 2021 - 31 March 2022



Welcome

CET is committed to Equal Opportunities and to the equal treatment of all of our Employees

CET continue to operate a fully remote working business model, enabled by our innovative, cutting edge and best in class technology platform.

We are looking to the future and to further embracing a diverse and inclusive workforce by offering hybrid working to work alongside the remote model as our recent Culture Survey indicates that we need to consider this as an option for some of our colleagues who want a more flexible work life balance at work.

In April 2022 we committed to becoming a Real Living Wage Employer with the Living Wage Foundation. The Real Living Wage is the only UK wage rate that is voluntarily paid by UK businesses who believe their staff deserve a wage which people need to meet their basic everyday needs.

This rapid adaptability of working practices has allowed us to focus more on our people and their development, our equality, diversity and inclusion strategy, and to take steps to address any issues that have been identified in the gender pay gap space.

By investing in our recruitment strategy, our Learning and Development programs, and our cultural drive centered around Wellbeing, we are steadily making progress and improvements to our gender pay equality goals and our diversity and inclusivity objectives.

I confirm that all information within this report is true and accurate.



Ashley Phillips, Chief Executive Officer

Workforce and Pay



Our Workforce

Our workforce predominantly works remotely with a few field-based roles and in March 2023 we employed 268 people.

In June 2022 we acquired a new Drainage business comprising 25 new colleagues and are successfully integrating them into our own Drainage business.

Our business will continue to grow again this year with robust plans in place to support new growth opportunities

CET's Gender split for this reporting period is as below:

	Female	Male
FY 21/22	165	110



We have seen significant growth in the period, and we have successfully achieved a positive female majority within the workforce.

We have strengthened the recruitment process to include diversity and inclusion training for all recruiting managers and a global program of educating our people on the importance of equality of work and in unconscious bias.

Gender Pay Gap

	Mean	Median
FY 21/22	31.6%	8.1%



The mean gender pay gap is the difference in average hourly rates of pay that both male and female employees receive. This gives an overall indication of the gender pay gap by taking all hourly rates of pay and dividing them by the total number of people we employ.

The median gender pay gap shows the difference between the midpoints of the ranges of hourly rates of pay for men and women, by ordering individual rates of pay from lowest to highest and comparing the middle value.

Our gender pay gap is reflective of the average within the industry. It is though seen only as a baseline for CET to work from and achieve ongoing improvements through our focused initiatives detailed in this report. With the balance of our workforce now significantly weighted towards female employees, we envisage many more opportunities to deliver meaningful career progression to our female population which in itself will have a positive impact on the current gender pay gap.

Bonus and Pay by Quartile

As our business continues to grow, CET remains committed to ensuring equality across all areas of the business.

Gender Bonus Gap

The mean gender bonus gap is the difference in average bonus pay that male and female employees receive.

The median gender bonus gap shows the difference in the midpoints of the ranges of bonus pay received by men and women.

	Mean	Median
FY 21/22	80.20%	14.40%

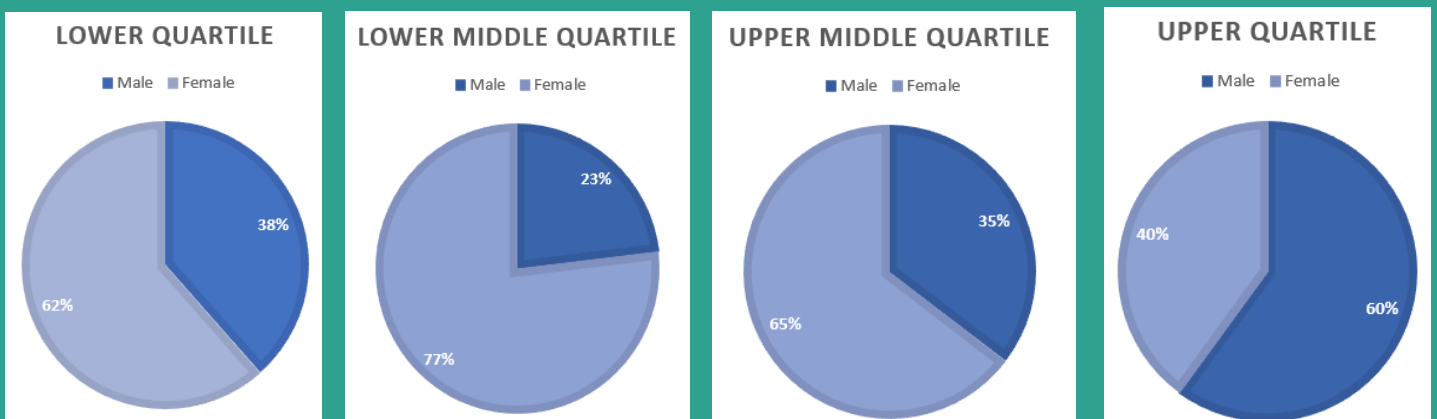
Proportion of males and females that received a bonus:

	Female	Male
FY 21/22	75.3%	74.5%

In 2022, bonuses were applied across some areas of the business based on performance and recognition

From 1 April 2023 we will be creating opportunities for all of our people to progress their careers by enjoying what they do, gaining key experiences and being fairly rewarded for their contribution to the success of growing CET. Following feedback from the last culture survey we have announced that in addition to the annual salary review all employees will be eligible to participate in a new discretionary incentive bonus scheme for 23/24 and the introduction of a new grading structure.

The purpose of the scheme is to recognise performance levels and work that individuals do in providing a high-quality service to our clients and customers as we want to create an environment where our people share in the success of CET.



The Current Picture

Recruitment

We remain committed to being a Disability Confident committed Employer to ensure that more disabled people have the opportunities to fulfil their potential and realise their aspirations within the company. Disability Confident supports employers to make the most of the talents that disabled people can bring to our workplace. This scheme will help us recruit and retain talented people from the widest possible pool of potential employees whilst also helping us to identify as one of those organisations that are committed to equality in the workplace.

Investing In People

CET continues to be recognised as being in the top 20% of global companies to be awarded the Investors in People “We Invest In People Silver Accreditation” and the “We Invest In Wellbeing Silver Accreditation”. We Invest in People measures how well an organisation is supporting its people against a thorough and intensive framework, which includes measurement of gender equality actions and commitments, before advising and measuring on how they can improve over time. In addition, the model measures how the company leads and supports its people, compared with other companies within the same industry, or of a comparable size.

Real Living Wage

CET are committed to remaining as a Real Living Wage employer since we were first accredited on 1 April 2022.

Training

We are still committed to increasing the number of women in management roles to support our aim of employing more women in senior roles across the business and have introduced a comprehensive package of fully funded ILM accredited Management development programs for all levels and available to all to take part.

We will continue to monitor our recruitment and selection processes to encourage more women to apply for senior roles within the business and to put training place to support those who want to progress to have the opportunity to do so.

We still employ 3 of our original apprentices who all passed their NVQ level 2 with Distinction and have transferred into new roles within the business and we will ensure each of them continues to have all the support that they need on their journey to developing successful careers at CET.

Our Commitment

CET pledges to address the gender pay gap through two key initiatives in 2022/23

CET recognises that in all areas it operates, male interest, amongst senior level roles, is predominant. We aim to combat this by supporting and encouraging more women to enter senior level roles.

To encourage more senior female workers into the business, as well as the industry at large, CET will incorporate and deliver:

Flexible Working

By reviewing methods that employees can use to conduct their daily activities CET hopes to attract more employees into the workplace as we work remotely, we are able to recruit from a more diverse talent pool

CET will remain committed to closing its Gender Pay Gap and to exploring new ways to engage with employees of all genders.

Awareness Building

We will continue to campaign to raise greater awareness of career paths within the industries it operates, with a particular focus on encouraging more females to enter the workforce.

This will include the promotion of its own career pathways, as well as training programmes at all levels of the business.

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CET is the trading name for CET Structures Limited. Registered in England No. 02527130.

To view our previous Gender Pay Gap Reports, please click on the links below:

Gender Pay Gap Report 2022: <https://bit.ly/43EC625>

Gender Pay Gap Report 2021: <https://bit.ly/3KFGsgK>