

Overview of the Report



Of the five core values at CJK, **PEOPLE** are our most important asset.

With this in mind, we believe our approach to pay and rewards should form an integral part of our approach to employee equality. We believe that fair compensation and recognition are essential to building trust and ensuring that every team member feels appreciated for their contributions. By aligning our pay and rewards strategies with our broader values, we move towards creating a work environment where excellence is celebrated, opportunities for growth are accessible, and every employee is encouraged to thrive and reach their full potential.

CJK provides a culture of learning and growth. Our push for inclusivity and our internal training programs, both for on-the-job work and for social gains are always at the forefront of our thinking.

CJK is dedicated to fostering a culture of diversity and inclusion that not only enhances productivity in the workplace but also enhances the well-being of every employee.

We understand that true diversity goes beyond surface-level differences — it involves creating an atmosphere of mutual respect where every individual is recognized, valued, and fully included. This commitment empowers our employees to work to their full potential, knowing they are supported by an organization that provides a “No Blame” culture, and upholds the principles of equality and fairness



Purpose of the Report

[How is the gender pay gap different from equal pay and why does it exist?](#)

At CJK, we ensure that employees performing the same role receive equal pay. The gender pay gap, however, measures the difference in average hourly earnings between men and women across the entire organization. This disparity can be influenced by several factors, including the representation of women in senior roles within CJK.

Since senior positions typically offer higher pay when compared to junior roles, a lower proportion of women in these higher-paying positions can result in a more pronounced gender pay gap. By addressing this imbalance, we aim to foster greater equity and create opportunities for more women to advance into leadership roles, ultimately narrowing the pay gap and reinforcing our commitment to fairness and inclusivity.

The following findings, while accurate, are not exhaustive and may not account for all factors present during the survey. There may be discrepancies in financial remuneration recorded through different systems.

Total Females 24 Total Males 298



Mean Hourly Pay Gap: -16.51%

[Summary of the Report Findings](#)

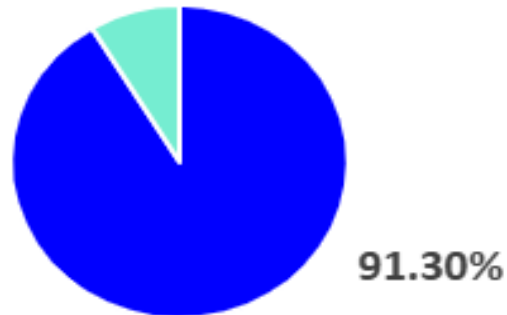
This report reveals that while CJK's hourly wage structure is equitable, gender disparities do exist in other aspects of compensation. For instance, the bonus pay gap shows a difference in favour of male employees when looking at the average bonus amounts. Comparatively, when examining the median bonus, women appear to receive slightly higher amounts.

A closer look reveals that the underrepresentation of women in higher pay quartiles, and the benefit-in-kind categories, is a contributing factor to the collected metrics. Since these quartiles generally correspond to senior or higher-paying roles, the unbalanced distribution suggests that fewer women occupy these positions, which in turn contributes to the overall bonus and benefits gap, even though the base hourly wages are on an equal footing.

In summary, while we have achieved parity in hourly wages, this report illustrates a broader gender imbalance in bonuses, benefits, and the overall distribution of higher-paying roles. Addressing these disparities will be crucial to ensuring comprehensive gender equality across all facets of employee compensation.

Female Employees

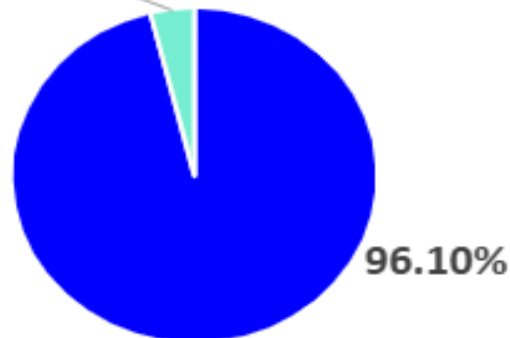
8.70%



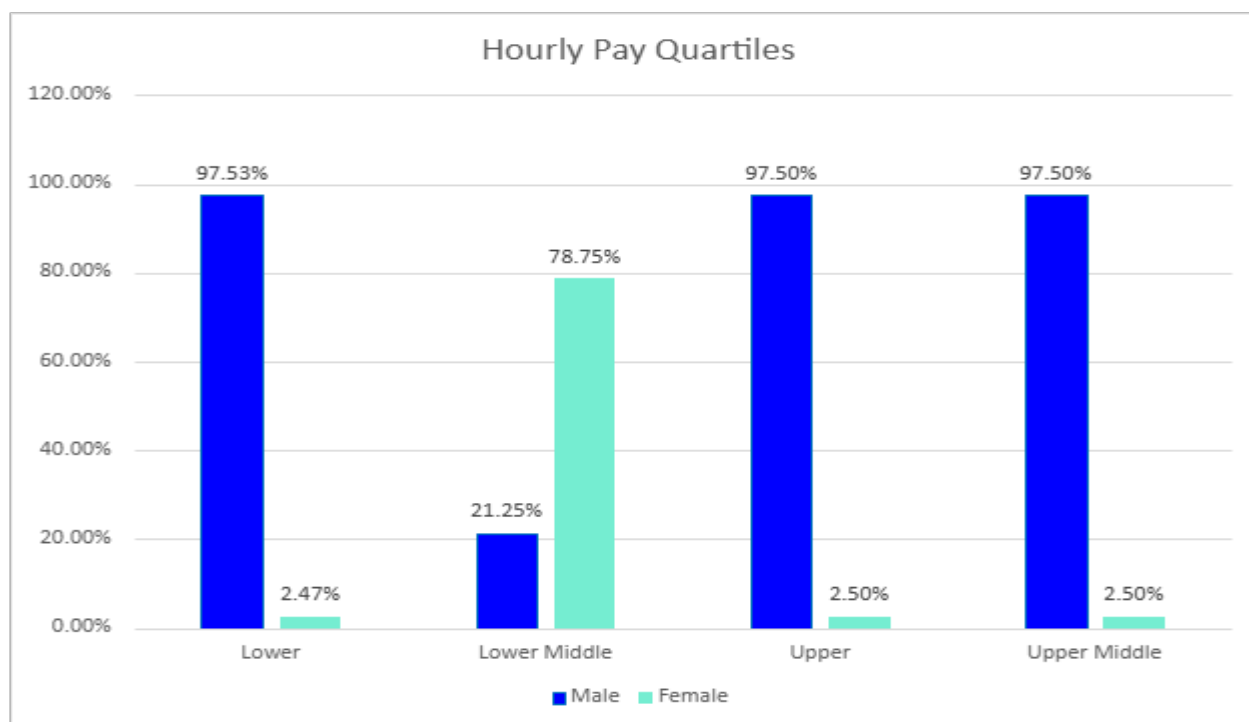
- Percentage who received paid bonuses
- Percentage who did not receive paid bonuses

Male Employees

3.90%



- Percentage who received paid bonuses
- Percentage who did not receive paid bonuses



June 2023

Mean Hourly Pay Gap (All Employees)	-16.51%
Median Hourly Remuneration Pay Gap (All Employees)	-17.78%
Mean Hourly Pay-Gap (Part-Time Employees)	70.93%
Median Hourly Remuneration Gap (Part-Time Employees)	82.31%
Mean Hourly Pay Gap (Temporary Employees)	0.00%
Median Hourly Remuneration Pay Gap (Temporary Employees)	0.00%

What is being done to close the Gender Pay Gap?

The Irish Construction Industry recognises that more women must be encouraged to see the industry as a career choice, to establish a more gender balanced talent pipeline which over time will result in improved career progression and higher pay and rewards. This challenge cannot be underestimated, and the effort required must be both innovative and persistent.

- CJK are attracting more female employees into the company – We currently have 7 female apprentices, which is 5.22% of all our apprentices.
- Currently, 25 or approximately 7.3% of our 342 employees are women. This compares to the 2022 Irish construction industry average of 9% (CSO Labour Force Survey – Feb. 2023).
- 18.18% of the current Senior Leadership Team is female.
- International employees account for 5% of our employees.
- We raise awareness of diversity, equality, employee health, and well-being through impactful, measurable initiatives, including our social inclusion committee and training programs.
- Our Graduate, Internship and Apprenticeship Programs are designed to actively encourage female applicants.
- Retention and development of female employees is a core tenet of these programs.

Planned Strategies and Commitments for 2025

The following actions are planned to address the causes of the Gender Pay Gap and to bring about change in the future:

- Revise job descriptions to ensure gender-neutral language in vacancy advertisements and strive to assemble gender-balanced interview panels whenever feasible.
- Set as a strategic objective our intention to build a diverse leadership team that reflects the talent, expertise, and perspectives of the entire workforce. We will encourage and promote female representation in senior executive roles.
- Our newly developed Graduate Programme features an inclusive onboarding process designed to foster a sense of belonging. It includes a mentoring component to ensure early-career employees feel valued and have access to the resources necessary for their professional growth.
- Create an EDI Social Committee to meet regularly in 2025 to ensure that CJK actively participates in Women in Construction and other initiatives.
- Continued support for the promotion of STEM (Science, Technology, Engineering and Mathematics) to female students at second level, by attending careers fairs organised by Engineers Ireland and CIBSE.
- Have a sponsored affiliation with two mixed schools from disadvantaged areas to encourage and promote construction careers for male & female students
- The company Directors and the CJK leadership team attend diversity and inclusion training covering topics such as unconscious bias, menopause health, cultural competence, fostering inclusivity, and equitable leadership.
- The UCD Professional Academy, offers an immersive Professional Academy Diploma in Diversity, Equity, Belonging & Inclusion (DEBI) course which helps enshrine the core human values of DEBI in all students.