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## WHAT IS GENDER PAY GAP REPORTING

From April 2018, all UK organisations which employ over 250 employees are required to report annually on their gender pay gap. The gender pay gap is the difference in the average earnings of men and women over a standard period of time, regardless of their role or seniority. The regulations require employers to publish their gender pay reporting, based on 'Full pay relevant employees' on the snapshot date of 5th April annually.

## OUR FIGURES

On 5th April 2021, our overall median and mean gender pay gap, is shown, as a percentage difference between men and women:

<b>DIFFERENCE IN MEAN PAY</b>	22.8%	<b>DIFFERENCE IN MEAN BONUS PAY</b>	39.3%
<b>DIFFERENCE IN MEDIAN PAY</b>	19.2%	<b>DIFFERENCE IN MEDIAN BONUS PAY</b>	44.2%

Our Gender representation is typical of our sector, however as a business and industry, we are working to increase the diversity of our workforce and in the past 2 years we have recruited more women than in the previous years (27%)

We are committed to fairness and inclusion. Our roles are grouped into Job Families, and our remuneration is structured on a gender-neutral basis with regular checks to ensure fairness and consistency. This assessment is carried out by the HR Department and shared at Board level.

Our difference in mean bonus pay is influenced by our gender split, as outlined in the pay quartiles. This is exacerbated, given our Upper 2 pay quartiles tend to benefit from a higher performance related bonus, in line with responsibility levels, amplifying our mean bonus gap. However, this year, the average bonus and increase in salary was higher for our female employees.

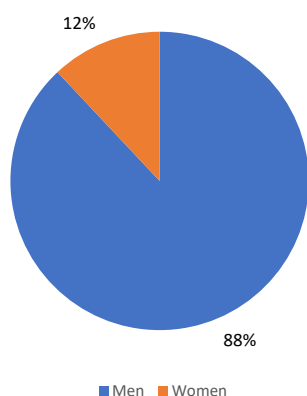
We value and employ a large skilled population of Site Operatives, and productivity bonuses are heavily used as part of remuneration package. 28% of our employees are site Operatives, working on sites throughout the UK, and in this group of employees in particular, women are very poorly represented.

Our reportable distribution of bonus is as follows:

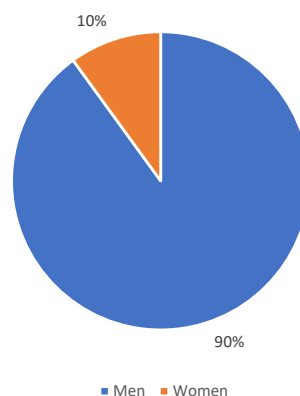
<b>PROPORTION OF MEN/WOMEN WHO RECEIVED BONUS PAY IN THE RELEVANT PERIOD</b>	<b>MEN</b>	93.0%
	<b>WOMEN</b>	93.6%

## PAY BAND QUARTILES

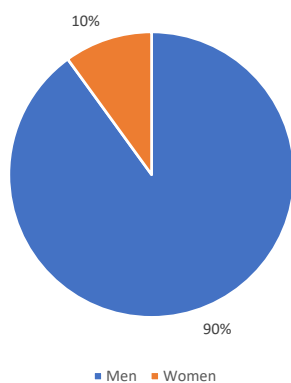
UPPER QUARTILE



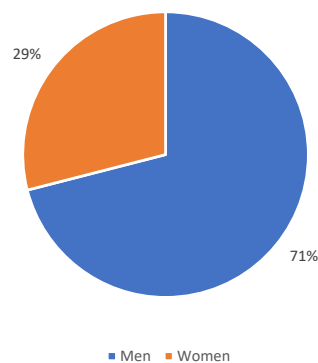
UPPER MIDDLE QUARTILE



LOWER MIDDLE QUARTILE



LOWER QUARTILE



When looking at our pay quartiles, the gender pay gap is driven by the structure of our workforce and the higher concentration of males we have in more senior positions, rather than our pay structure which is structured on gender neutral basis.

It is a gender representation issue at a senior level rather than a pay issue.

The majority of our female colleagues continue to be in non-client facing support function roles and not project delivery, which is predominantly the roles that make up the upper 2 pay quartiles,

The senior management team is primarily male, historically filled by those who started as Engineers and progressed their technical, operational and management skills to become the leaders in the business. This means that currently more men than women are in the higher paid senior roles within the business which creates the gender pay gap we see today. We are working on improving this with dedicated inclusive talent reviews to make sure we have development plans in place which will hopefully improve the gender mix in senior positions in the coming years.

We know that narrowing the gender pay gap will take time in our sector. There will continue to be a lower representation of women in our upper 2 pay quartiles as it may take 5-10 years of promoting our talent pipeline to attract females to study STEM subjects, in particular Civil Engineering and Geotechnics. We need to work hard in developing role models to ensure our sector is attractive for female students.

## OUR PROMISE

“Meaningful change takes time. We recognise we must do more, and we will do more. We are committed to improving our organisation, aiming to achieve a gender balanced, diverse and inclusive workplace.”

## OUR ACTIONS

We recognise that narrowing the gender pay gap is a challenge in a historically male dominated industry, where both our current workforce and the pipeline of talent from which we recruit is overwhelmingly male.

Meaningful change takes time. We recognise we must do more, and we will do more. We are committed to improving our organisation, aiming to achieve a gender balanced, diverse and inclusive workplace. There is still much to do to increase the total number of women in our business and progress more women into senior roles. To support this, we need to focus on how the industry, and Bachy Soletanche in particular, can create roles which are exciting and sustainable opportunities for diverse talent, and to attract more women into employment.

We are committed to inclusion, equality and fairness, and reducing our gender pay gap. We have a number of initiatives ongoing, which we hope in time will improve our inclusion and diversity. We understand that the more diverse we are, the healthier and more sustainable the business will be. Caring for all of our people is at the core of our values.

We continue to strengthen and build links with STEM organisations and partnerships with education providers to help educate and encourage better representation and inclusivity into the Construction industry, and to attract talent and build engagement from grass roots. We encourage employees to participate in STEM activities and generate interest in Engineering in the next generation by being STEM Ambassadors.

We continue to partner with Universities, and providers for BTEC HNC/D and Degree Apprenticeships to attract young professionals into the sector of different backgrounds, and particularly underrepresented groups such as female engineers.

We engage our people and supply chain in national campaigns such as ‘Women in Engineering Day’, which offer great opportunities to celebrate and share stories of our female talent, and increase the visibility of women in the sector, in turn aiming to encourage more women to consider STEM qualifications and careers.

We focus on upskilling managers and providing tools to encourage opportunity led discussions, identifying potential, and to provide development opportunities.

In addition, we have seen a significant cultural shift in our approach to flexible working, with the opportunity of flexible and hybrid working practices where feasible, open to all, as we strive to ensure that the Company is attractive and inclusive.

Learning and Development opportunities are promoted and primarily work on an ‘opt in’ basis, rather than manager nomination, empowering employees to create opportunities to learn, grow and build their careers, which helps challenge gender stereotyping.

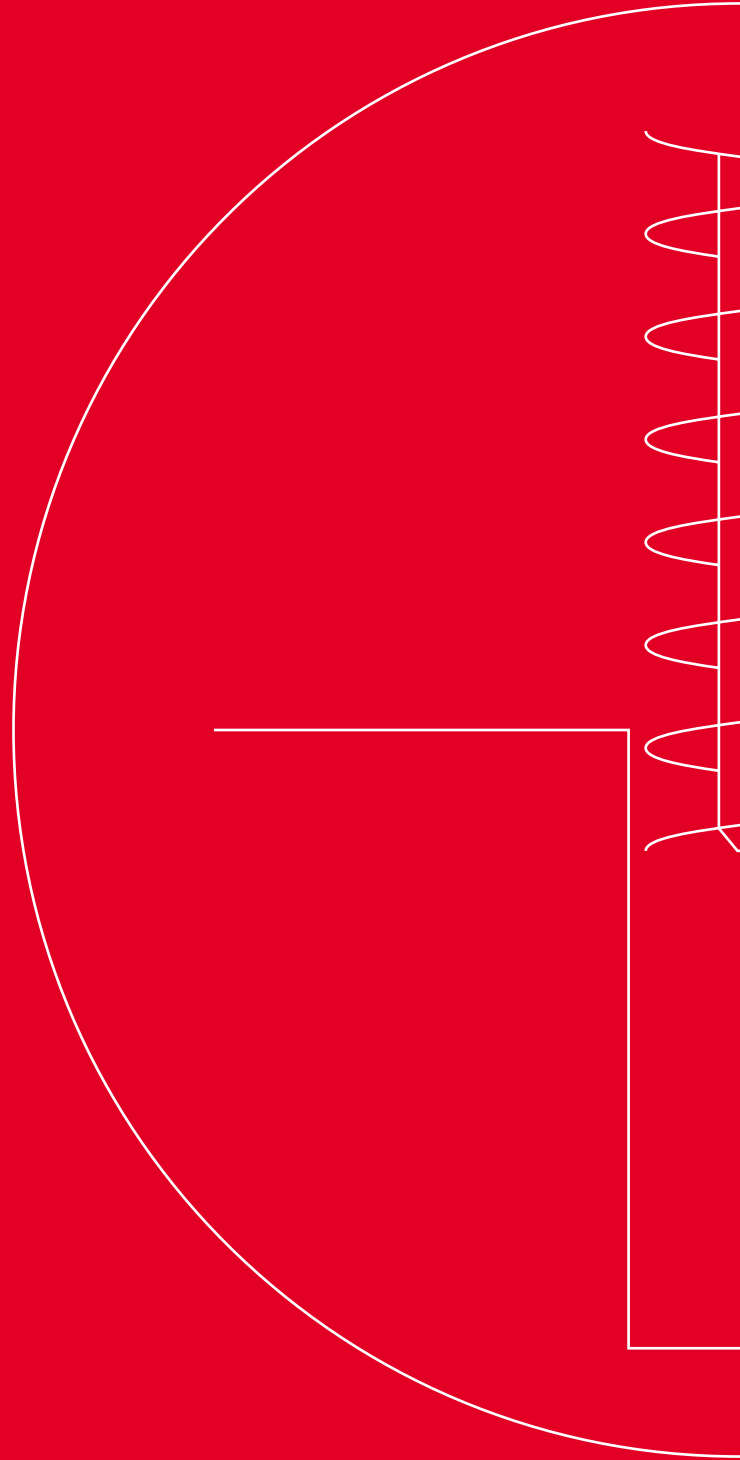
We regularly carry out reviews of our recruitment process, to ensure that our offerings are inclusive to all. We conduct regular audits of pay and benefits, and will continue to do so, to ensure that our pay structure remains gender neutral, market competitive and focused on roles.

## FOR THE FUTURE

It will take a while for us to see significant change in gender representation in Construction. We are not complacent, but we are realistic.

We continue our inclusion journey, aiming to achieve a gender balanced, diverse and inclusive workplace, where all of our employees are happy and engaged, and helps us build a stronger more sustainable business.

*Meaningful change takes time; however,  
we are committed to improving our  
gender balance at all levels of the  
organisation, aiming to become a better  
gender balanced employer.*



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