

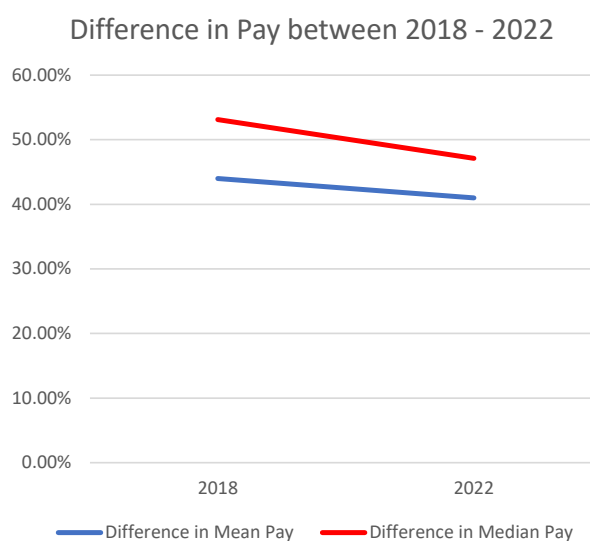
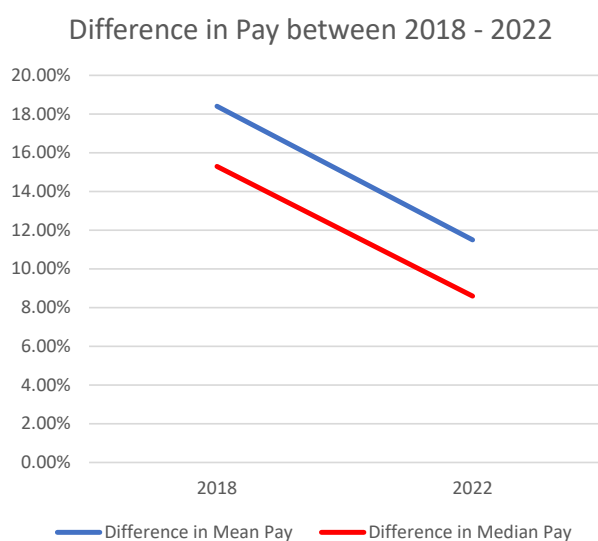
A 20x20 grid of red plus signs on a white background. The plus signs are arranged in a regular pattern, with one plus sign in each cell of the grid. The grid is composed of 20 rows and 20 columns, totaling 400 plus signs.

WHAT IS GENDER PAY GAP REPORTING

All UK organisations which employ over 250 employees are required to report annually on their gender pay gap, based on = the difference between the average pay of men and women employees, regardless of role or seniority, based on 'Full pay relevant employees' as at the snapshot date of 5th April.

We are committed to building a sustainable future for our business and the Construction industry as a whole. 2023 sees the implementation of our Equality Plan, which prioritises our commitment to improve diversity and inclusion, based on four pillars, to ensure that everyone is valued, differences are celebrated and who we are and the different perspectives we bring are respected.

We have made positive progress since the introduction of Gender Pay Gap Reporting in 2018, to ensure our business is as diverse as the communities it serves. We are proud to play our part in raising awareness that our industry is open to all.



DEFINITIONS

Median pay gap: If you place all the men and women working at a company into two lines in order of salary, the median pay gap will be the difference in salary between the woman in the middle of her line and the man in the middle of his.

Mean pay gap: The mean pay gap is the difference between a company's total wage spend-per-woman and its total spend-per-man. The number is calculated by taking the total wage bill for each gender and dividing it by the number of men and women employed by the organisation.

Pay gap v Equal pay: The gender pay gap and equal pay are often confused as being the same problem. The gender pay gap is different to equal pay, which is the legal requirement that men and women are paid equally for doing the same job under the Equality Act 2010. A company's gender pay gap reflects other issues, for example fewer women in senior or highly-paid roles or more women in part-time jobs. The use of Job Families in our pay structure within Bachy Soletanche, supports fairness and equality in pay for males and females doing the same work.

WHAT OUR DATA TELLS US

On 5th April 2022, our overall median and mean gender pay gap, is shown, as a percentage difference between men and women:

DIFFERENCE IN MEAN PAY	11.8%	DIFFERENCE IN MEAN BONUS PAY	40.7%
DIFFERENCE IN MEDIAN PAY	8.6%	DIFFERENCE IN MEDIAN BONUS PAY	47.1%

Our Gender representation is typical of our sector, however as a business and industry, we are working to increase the diversity of our workforce.

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 both pay and bonus pay is influenced by our gender split, as outlined in the pay quartiles below. This is exacerbated, due to the higher number of senior male leaders in the business, where pay and performance related bonus, in line with responsibility, are higher and thus, amplify our mean gap.

We value and employ a large skilled population of Site Operatives, and productivity bonuses are heavily used as part of remuneration package. 45% 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:

PROPORTION OF MEN/WOMEN WHO RECEIVED BONUS PAY IN THE RELEVANT PERIOD	MEN	91.8%
	WOMEN	85.5%

PAY BAND QUARTILES

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 organised on a gender neutral basis.

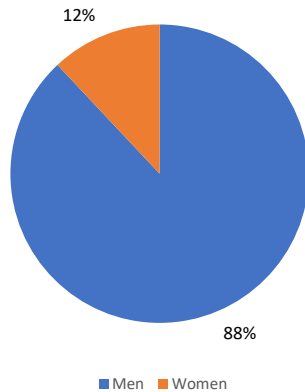
It is a gender representation issue at a senior level rather than a pay issue.

The senior management team is primarily male. 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.

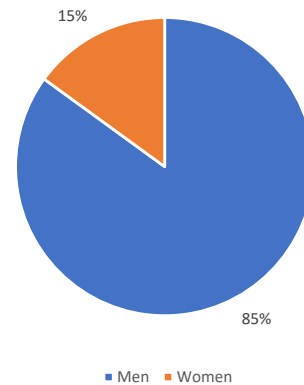
Although we are growing the number of women in the business, this growth is occurring more in the lower pay quartiles than the higher quartiles as we attract females at the early stage careers. Our aim is that over time, they will progress through the business and as they move upwards, their salaries will increase, helping to reduce our gender pay gap.

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.

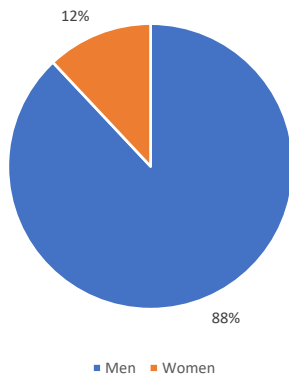
UPPER QUARTILE PAY BAND



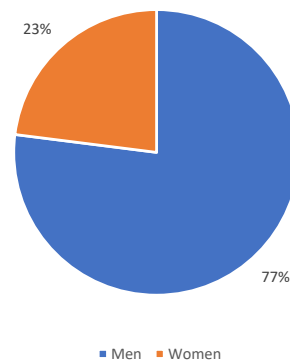
UPPER MIDDLE QUARTILE PAY BAND



LOWER MIDDLE QUARTILE PAY BAND



LOWER QUARTILE PAY BAND



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.

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, and the implementation of our Equality Plan in 2023 gives focus to our initiatives and engagement, 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.

Employees participate in STEM activities to 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 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.

We continue to promote 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.

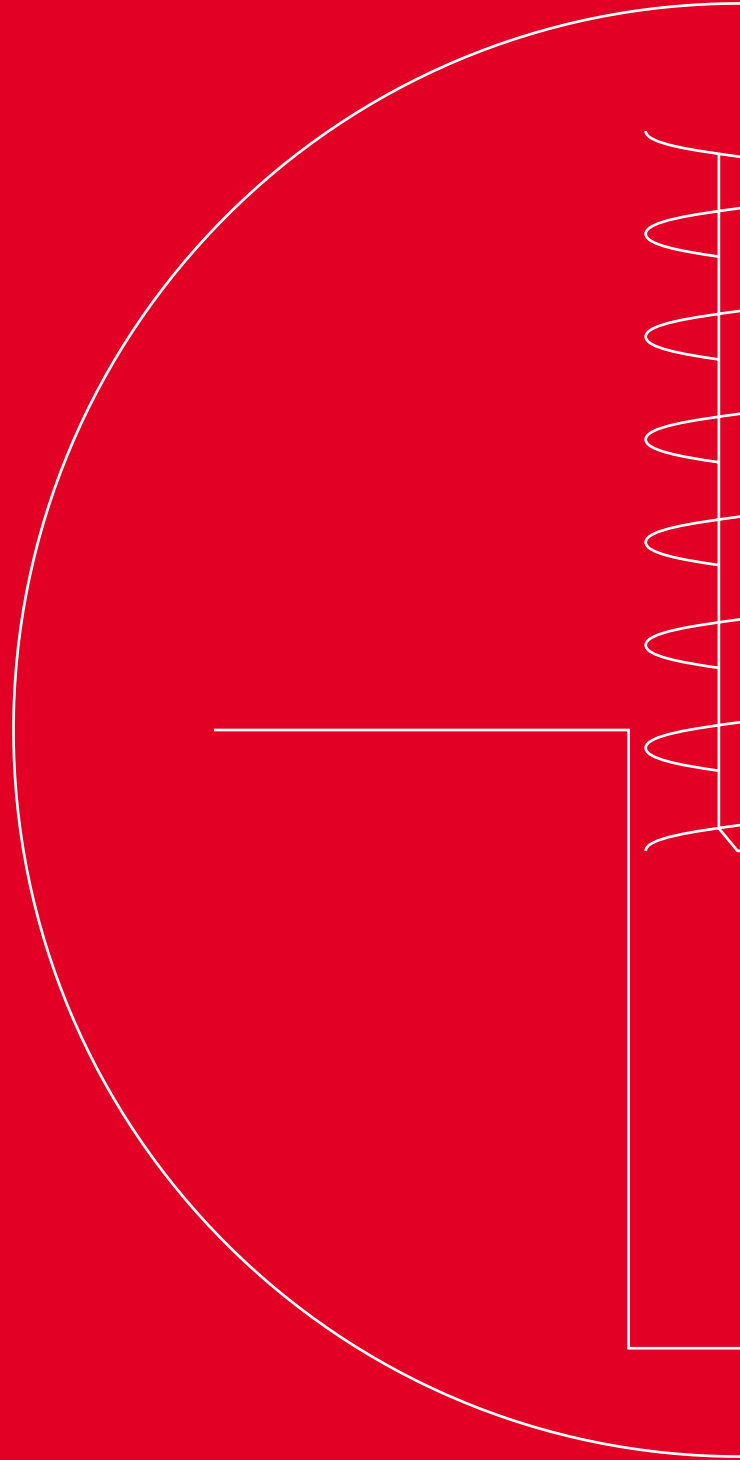
We carry out reviews of our recruitment process, to ensure that our offerings are inclusive to all.

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.



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BACHY SOLETANCHE