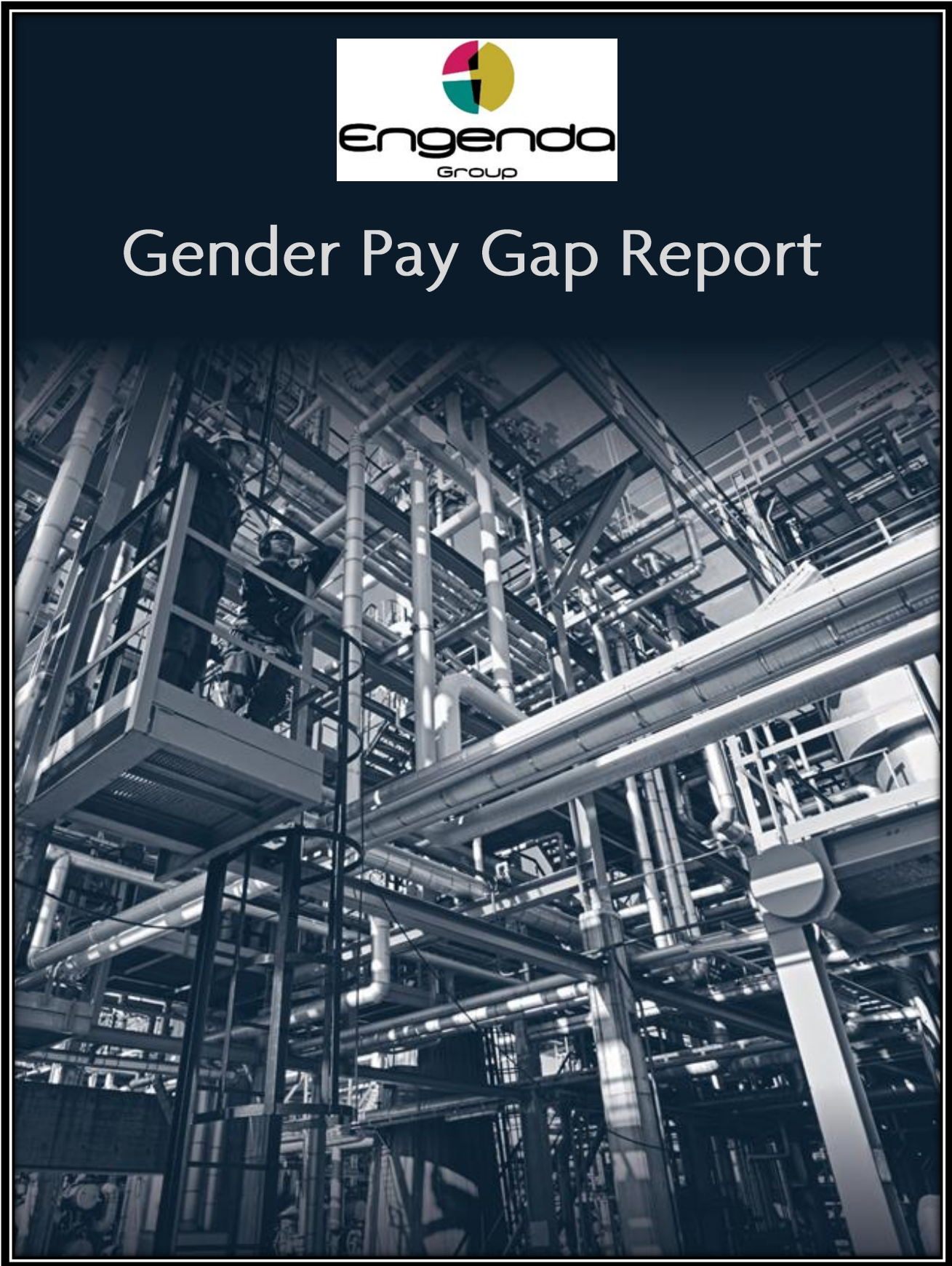




Gender Pay Gap Report



Gender Pay Gap Reporting

The Engenda Group Board of Directors are committed to ensuring Engenda Group is an employer of choice. We believe that attracting and retaining the best talent is vital for commercial success. Our flexible approach to reward and recognition allows us to cater for the varying needs of our workforce.

Fairness and inclusion are central to our values and we welcome the introduction of pay gap reporting. Engenda Group is an equal pay employer, ensuring equal work receives equal pay, irrespective of gender. We are working towards addressing the gender imbalance within our industry. The action we have taken includes re-designing our policies and practices, questioning our approach to learning and development, interrogating our selection processes and investing in our CSR activities. We engage with our workforce to ensure we are continually improving.

We believe the Engineering Construction Industry has more progress to make with regards to attracting and retaining a diverse workforce and Engenda Group is proud to be contributing towards this.

Declaration

I confirm that our data has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

A handwritten signature in blue ink, appearing to read "Lee Foundation".

Lee Foundation, Managing Director, Engenda Group

Our Gender Pay Gap Statistics

This report examines the gender pay gap within our organisation. We collected our data on 14th March 2019. The gender pay gap shows the difference in the average earnings between all men and all women in an organisation. We show this as two measures:

- The mean gender pay gap = the difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.
- The median gender pay gap = the difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.

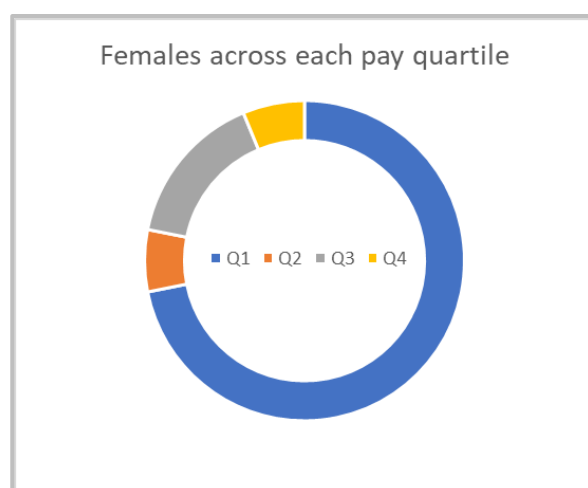
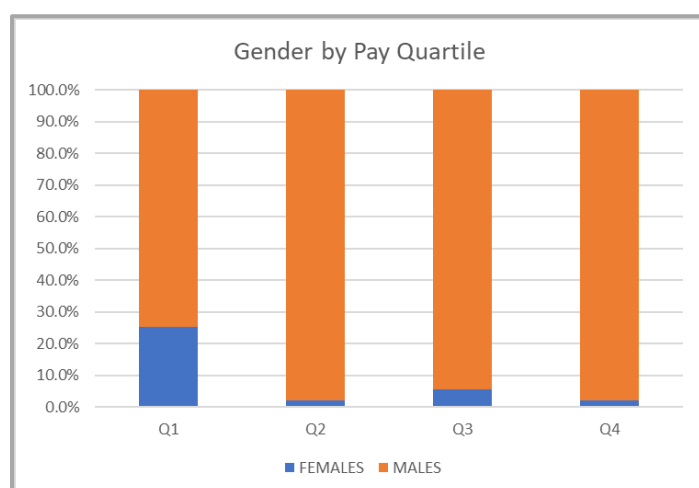
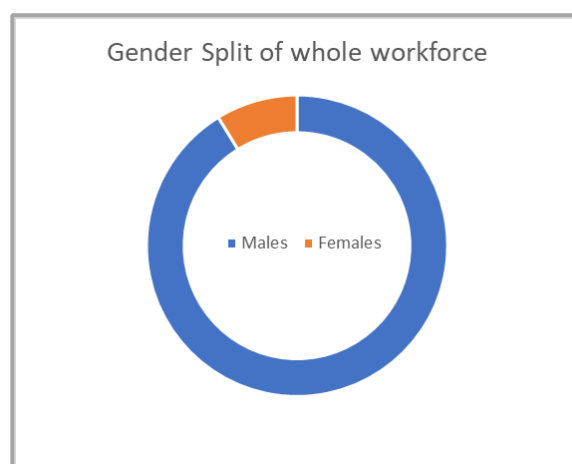
At 14th March 2019, we employed 365 people; 32 females (8.8%, up from 7.2% at the time of reporting in 2018) and 333 Males (91.2%).

According to the ECITB¹, almost 9% of the 2016 UK engineering workforce are women. This is an increase on the 2009 figure of 5%.

The mean gender pay gap is 34.3% which is an improvement on 2018 (37%). The median gender pay gap in hourly pay is 33.8% which is a significant improvement on 2018 (44%).

Bonuses were achieved by a select number of roles; 2.7% of employees achieved a bonus. As each of these positions are held by males, the mean and median gap in bonus is 100%.

Almost three quarters of females occupy roles in the first pay quartile. The under-representation of females within Engenda Group and our industry goes some way to explaining our gender pay gap.



¹ Engineering Today, The Supply and Demand for Engineers in the UK, January 2018

Our Approach to Reward

Engenda Group operates in a demanding industry. We appreciate the efforts and hard work given by our employees and believe we reward this fairly. We regularly review academic research, market research, and employee feedback to ensure our reward philosophy and practice are in line with expectations and drive the behaviours we wish to promote. In practice we utilise annual pay reviews to enable two-way conversation and ensure fairness and consistency of approach.

We believe our total reward package extends beyond salary levels alone. To ensure we remain an employer of choice, Engenda Group considers additional factors including culture, working conditions, working time, working practices and corporate activities to be important. We are confident that we reward our employees fairly for equal work.

Our Gender Pay Gap Report highlights the impact a gender imbalance across roles can have. Analysis of the job roles within pay quartiles shows entry level roles and administration roles typically occupy the first quartile, trade roles typically occupy the second quartile, trade and mid management roles typically occupy the third quartile and senior engineering and senior management roles occupy the fourth quartile.

Of the females included within the report, 72% occupy entry level or administration roles and are based within the first pay quartile. Since last year we have seen some movement of females from Q1 into Q2 via career progression. Our internal performance development review process and career development program have recently been revamped and we have an ambitious talent management program we hope will see this trend increase.

Engenda Group believes in flexible working and has always allowed employees to request flexible working, irrespective of the legal criteria in force previously. We have introduced flexitime working in several of our locations. This has been positively received across the whole team.

We have invested time into our corporate image and strengthened our presence on social media such as LinkedIn. As a result, we have seen an increase in numbers of females applying for roles within the business which we believe will have an impact on the split of genders across quartiles. Although we have a growing number of females entering engineering and senior management roles, they are still under-represented within the upper quartiles. There remain very few females within trade roles.

Engenda Group is committed to removing this gender imbalance. We believe this is the most sustainable way to address our gender pay gap. We commit to working with all members of the Engenda Group team to ensure females have equal access to opportunities within the Company. We will also continue to work with our industry and academic partners to encourage women to enter into our industry.