We have a mean gender pay gap of $9.0 \%$ and a median gender pay of $16.3 \%$, which is lower than the current national median average of $17.9 \%$. Our analysis of our gender pay gap is largely driven by the fact that we are in the engineering sector with a predominately male workforce. $76 \%$ of our employees are male compared to $24 \%$ female.

Hourly Rate of Pay
Difference \%


Mean


Median

Bonus Pay for 12 months


Mean

Employees
who received
bonus pay
Proportion of total \%



Includes all employees whose standard hourly rate places them at or below the lower quartile


83\% Males
ncludes all employees whose standard hourly rate places them above the median but at or below the upper quartile

Lower Middle

Quartile


84\% Males
16\% Females
Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median


Includes all employees whose standard hourly rate places them above the upper quartile

How we will make a difference:

- Early Careers Programme - continue to attract and encourage female graduates and apprentices. Our 2018 Early Careers intake includes $11 \%$ females which will in turn help to boost woman in our talent pipeline.
- Women in Senior Management - continue to proactively encourage and support females into senior roles. Females currently represent $30 \%$ of the Senior Management Team across the business and also 30\% of our Directors within the Executive team are female.
- Flexible working - continue to promote our flexibility as a company through different work practices in order to recruit/retain top talent.
- Recruitment - Externally promote and continue to encourage more women in Engineering and/or into senior roles.
$\qquad$

