



SYSTRA

UK & IRELAND GENDER, ETHNICITY & DISABILITY PAY GAP REPORT

2025

Special thanks to our colleagues featuring throughout.

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EXECUTIVE SUMMARY

“ At SYSTRA, we recognise how important diversity and inclusion is in creating an environment where our colleagues feel able to bring their authentic self to work and perform to the very best of their ability. Prioritising this allows us to continue to deliver with excellence, providing innovative solutions to our customers whilst ensuring that our aim to create a more equal society remains at the heart of all our work.

Following on from previous years, we are pleased to report continued progress within our 2025 gender pay gap report, most notably, increased representation of women in senior roles and across all but the lowest pay quartile. Though there has been a slight increase to our average gender pay gap year on year, we are confident that this is not attributed to our current processes and practices. However we recognise the need to work harder to address the legacy of significantly lower representation of women in the industry. We acknowledge that more progress needs to be made, and we continue to prioritise our commitments to enhancing the inclusivity and diversity of our organisation.

We are also pleased to introduce our first ethnicity and disability pay gap reports and are proud to be driving positive progress in this regard. The insights collected will ensure data-driven aims are included within all future Ethnicity and Disability Action Plans.

Our 2026 Gender, Ethnicity and Disability Action Plans aim to:

- Continue to give colleagues from underrepresented groups in the business opportunities to share their experiences and insights, ensuring we use this information to influence our priorities and activities.
- Further promote SYSTRA Limited's Equality, Diversity & Inclusion (ED&I) data survey in order to improve our current response rates, allowing us to collate more meaningful data pertaining to our disability and ethnicity pay gaps in future years.
- Use recent advancements in our ED&I reporting capabilities to our advantage, gathering insights about the diversity of our workforce on a quarterly basis and to use this information to address any significant inequities identified.



SUZANNE WALKER
HR Director

INTRODUCTION

Pay gap reporting explained

Pay gap – median and mean

When calculating the **median** pay gap, we split the salary data for our business into separate lists – one for each relevant majority and minority group. The lists are organised from lowest salary to highest and the median pay gap is the difference in the hourly earnings between the midpoints of these lists.

The **mean** pay gap is the difference between the average hourly earnings of a majority group within the business compared to the average hourly earnings of the relevant minority group(s).

Pay gap – representation by pay quartiles

Pay quartiles look at the percentage of a majority group alongside the relevant minority group(s) in each hourly pay quarter. To calculate each quartile, the hourly earnings of each group are listed out from highest to lowest and then this data is divided into four quartiles. Representation in each quartile is demonstrated as a percentage.

Bonus pay gap – median and mean

When calculating the **median** bonus pay gap, we split the bonus pay data for our business into separate lists – one for each relevant majority and minority group. The lists are organised from lowest bonus pay to highest and the median pay gap is the difference in the bonus pay between the midpoints of these lists.

The **mean** bonus pay gap is the difference between the average bonus pay paid to a majority group within the business compared to the average bonus pay paid to the relevant minority group(s).

Bonus pay gap – bonus eligibility

This data highlights the percentage of colleagues within the business who received bonus pay, separated into relevant majority and minority groups.

Note:

- Median and mean averages are demonstrated as a percentage, with a high percentage indicating a wide pay gap, or a low percentage indicating a narrow pay gap.
- Further clarity regarding specific majority/minority groupings has been provided within each individual pay gap report.
- Where relevant, quartiles and eligibility data also incorporates 'Prefer not to say' and 'Not declared' responses.

Pay gap FAQs

What is the gender/ethnicity/disability pay gap?

- The gender pay gap is the difference between the average hourly rates of pay of men and women in an organisation.
- The ethnicity pay gap is the difference between the average hourly rates of pay of majority ethnic colleagues (that is White British/White Irish colleagues) and minority ethnic colleagues.
- The disability pay gap is the difference between the average hourly rates of pay of colleagues with a disability and non-disabled colleagues.

How do we determine what data we include in our report?

The UK government specifies the mandatory calculations that each employer must include within their gender pay gap report. This allows consistent transparency across companies, helping businesses to easily track their progress in closing the gender pay gap year-on-year, as well as allowing organisations to easily compare themselves against competitors in the same field.

Though ethnicity and disability pay gap reporting is not currently a mandatory requirement, the government have declared their intention to legislate the delivery of mandatory ethnicity and disability pay gap reporting and have released a consultation document outlining their initial plan for this. To try to allow as much consistency as possible from year to year, we have created our ethnicity and disability pay gap reports using the guidelines set within the consultation guidance as our basis. Should guidance change following the introduction of mandatory reporting, we will update future ethnicity and disability pay gap reports as required.

How does the pay gap differ from equal pay?

The pay gap and equal pay are two different metrics. It is important to recognise that the pay gap does not indicate inequities in pay for comparable roles. Equal pay is governed by the Equality Act 2010 and SYSTRA carefully analyses this as part of our salary review process.

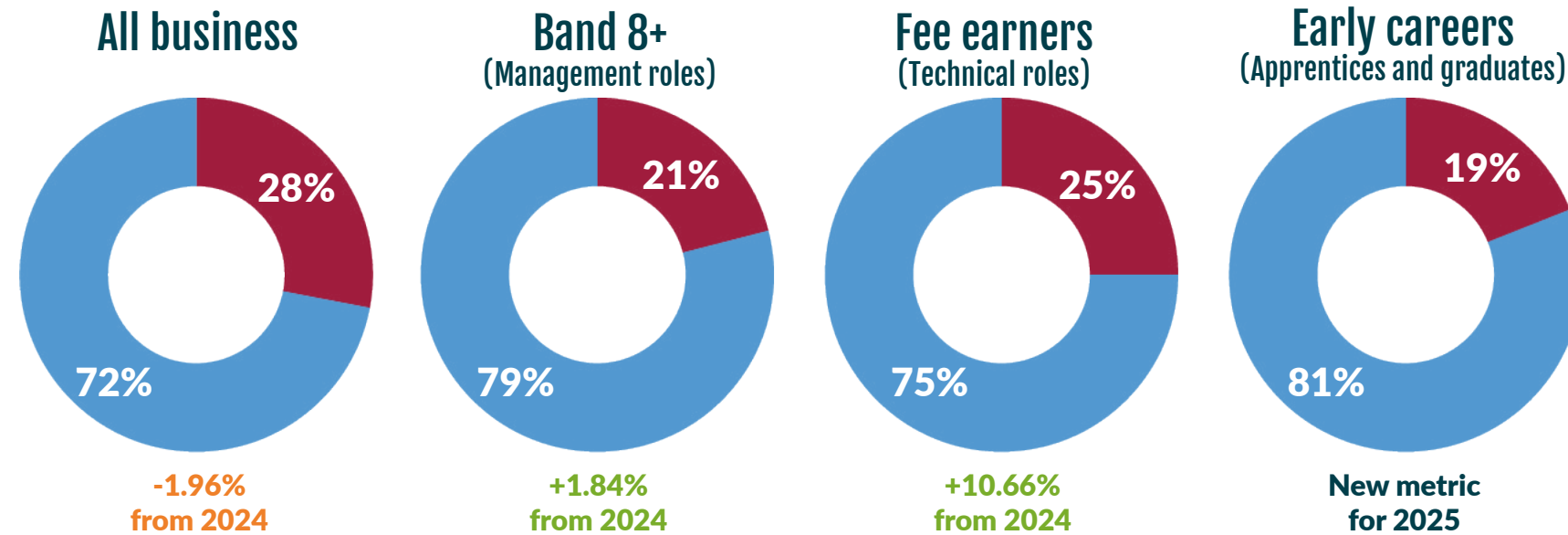
Why do we look at binary gender instead of non-binary gender?

It is a legal requirement to calculate the gender pay gap in a binary way based upon legal sex data. We recognise this doesn't reflect the diversity of gender identities within our workforce and acknowledge the limitations of this. In view of this, we have incorporated non-binary gender identities into SYSTRA Limited's ED&I Survey, allowing us to produce additional reports regarding non-binary gender identity demographics as our data reporting evolves.

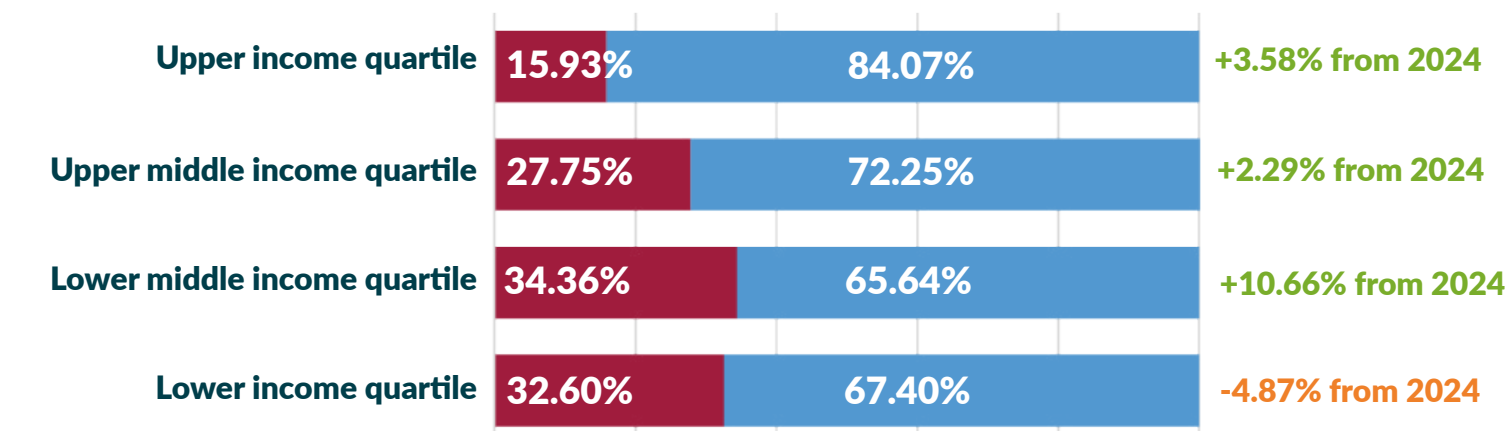
GENDER PAY GAP

Gender pay gap findings

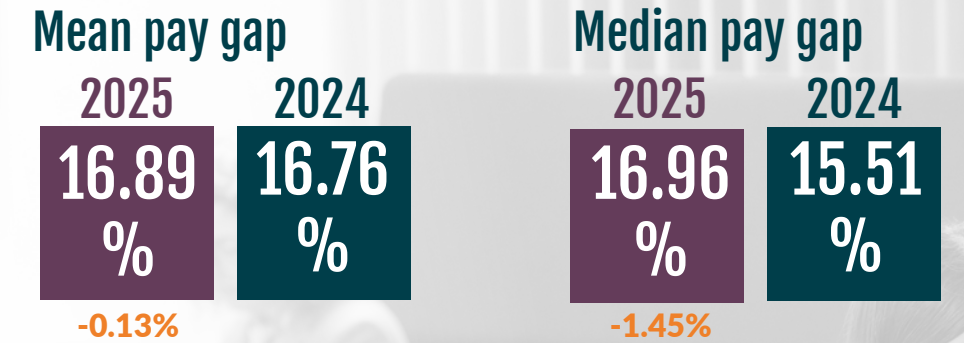
Binary gender representation across the business



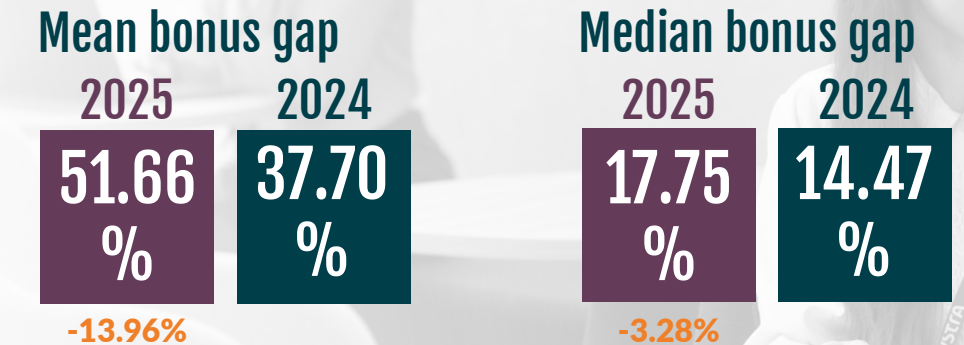
Gender pay gap – representation by pay quartiles



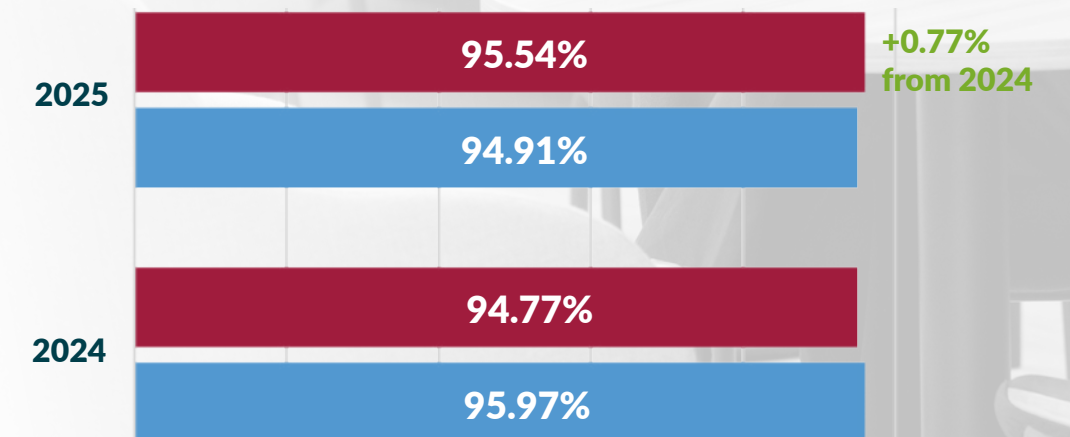
Gender pay gap - median and mean



Gender bonus pay gap - median and mean



Gender bonus pay gap – bonus eligibility



ETHNICITY PAY GAP

Ethnicity pay gap findings

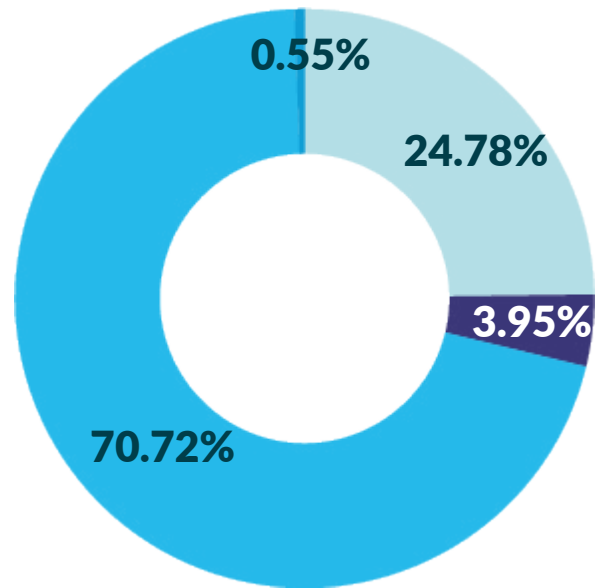
KEY

- White majority ethnic
- Minority ethnic
- Not declared
- Prefer not to say

Please note, the median and mean averages included below do not incorporate 'Prefer not to say' or 'Not declared' responses and have been calculated using only the data of colleagues who have provided details of their ethnicity.

Where we use the term 'white majority ethnic', this includes the following groups - 'White - British/English/Welsh/Northern Irish/Scottish', 'White - Any other white background', 'White - Irish'. All other ethnicities have been grouped together under the term 'minority ethnic'.

Ethnicity representation across the business



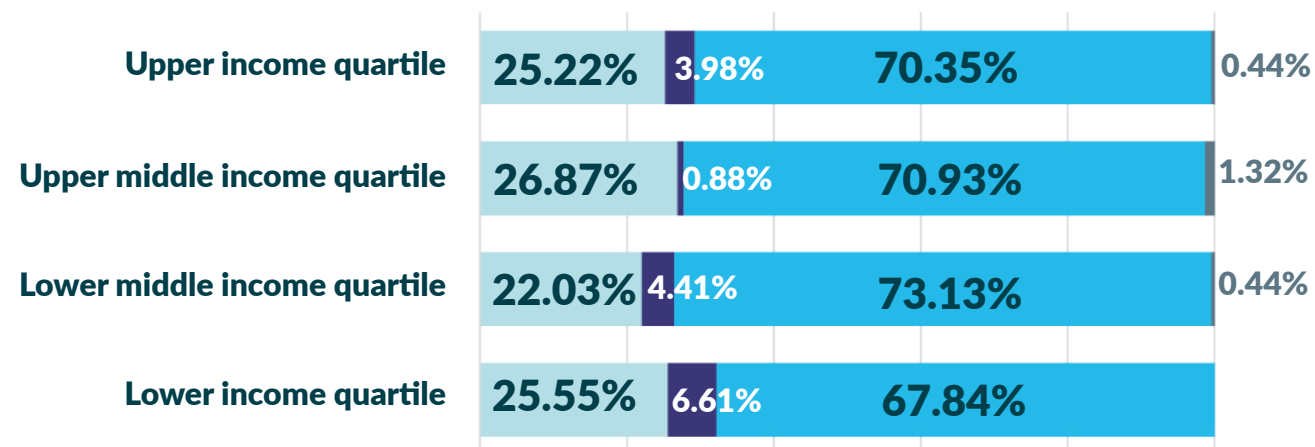
Ethnicity pay gap - median and mean



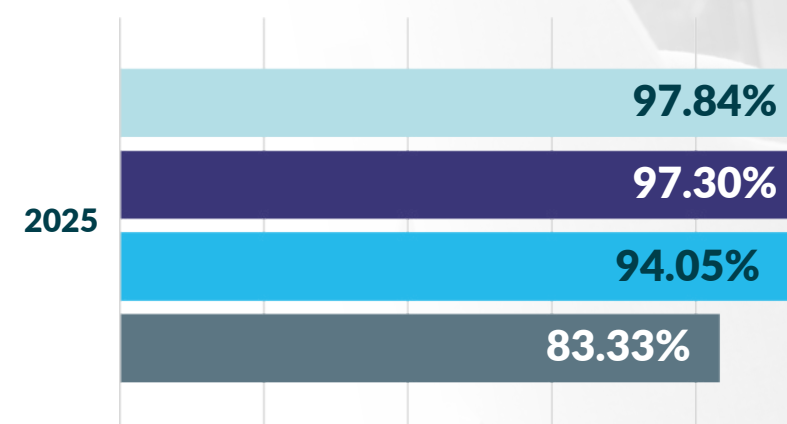
Ethnicity bonus pay gap - median and mean



Ethnicity pay gap - representation by pay quartiles



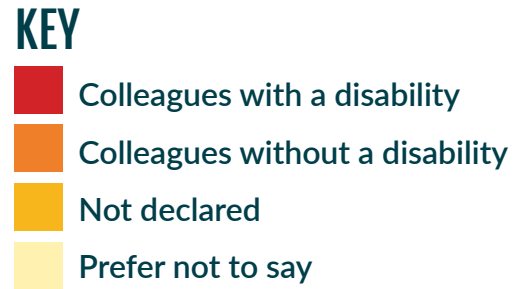
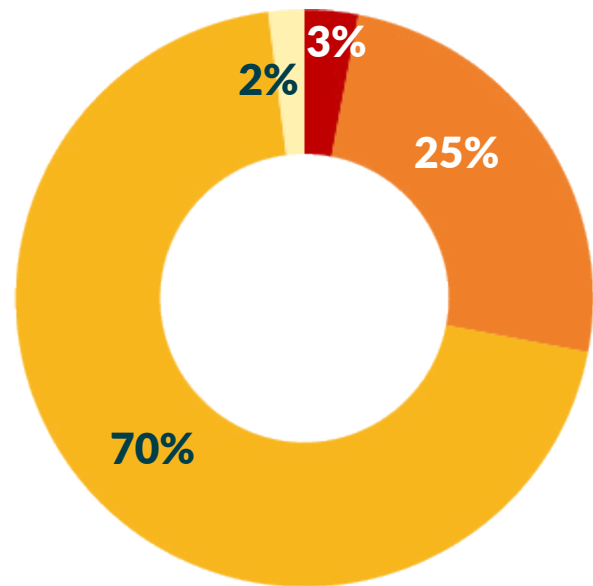
Ethnicity bonus pay gap - bonus eligibility



DISABILITY PAY GAP

Disability pay gap findings

Disability representation across the business



Please note, the median and mean averages included below do not incorporate 'Prefer not to say' or 'Not declared' responses and have been calculated using only 'Yes' (that is colleagues with a disability), and 'No' responses (that is colleagues that don't have a disability).

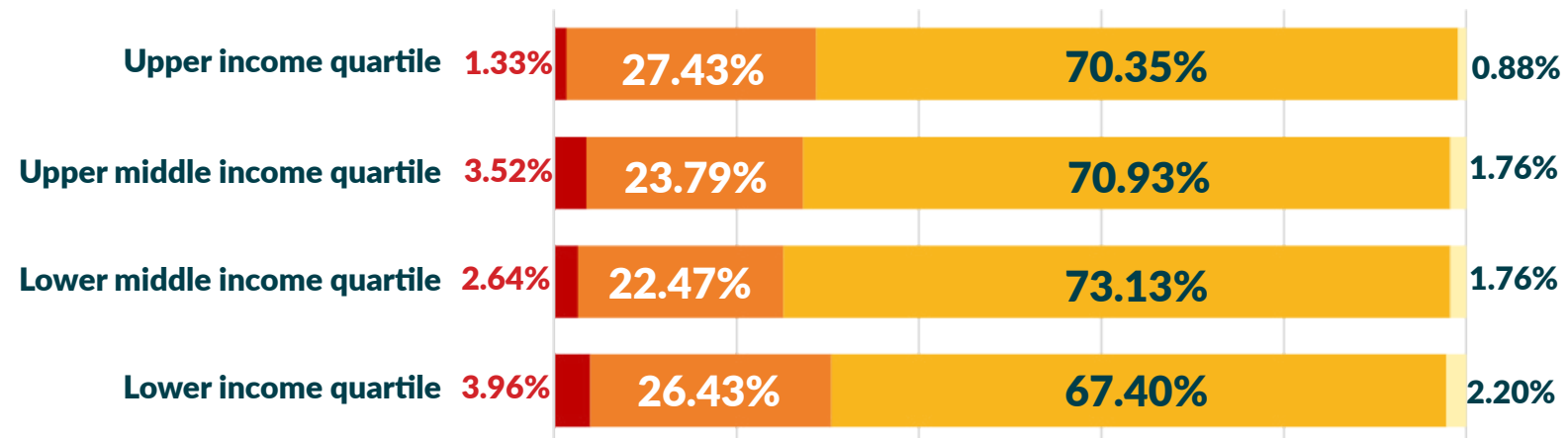
Disability pay gap - median and mean



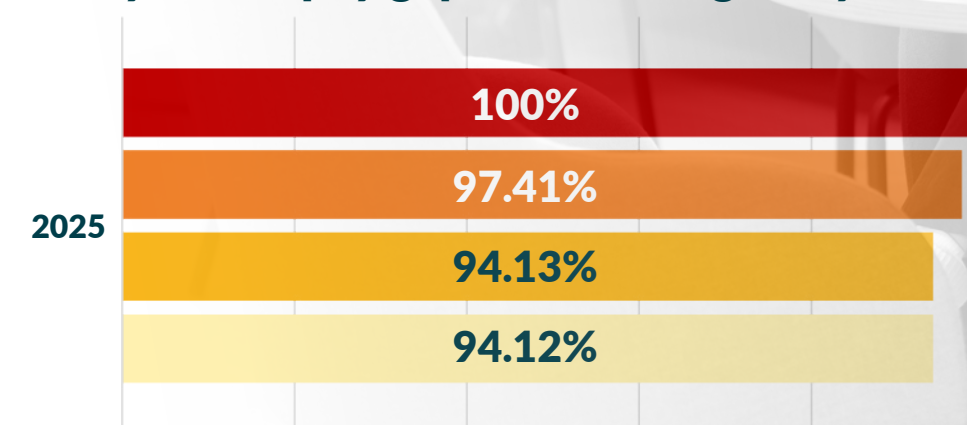
Disability bonus pay gap - median and mean



Disability pay gap – representation by pay quartiles



Disability bonus pay gap – bonus eligibility



KEY INSIGHTS

Factors driving the gender, disability and ethnicity pay gap

Across many industries, in STEM (science, technology, engineering & mathematics) fields in particular, there are a number of factors that continue to drive the gender/disability/ethnicity pay gap. For instance:

All pay gaps

- Conscious and unconscious biases influencing the outcome of recruitment processes.
- Conscious and unconscious biases impacting decision-making when considering promotions.

Gender pay gap

- Disparities between the number of men and women working within different industries and different roles, with female-dominated careers typically being lower paid.
- Evidence¹ shows that women are significantly more likely to be the primary caregiver than men, as well as undertaking a disproportionate share of unpaid caring and domestic work. It is recognised for various reasons that these issues can contribute significantly to the gender pay gap.

Ethnicity pay gap

- Differences reflective of the higher/lower levels of ethnic diversity that exist within different areas of the UK and Ireland and the locations where businesses operate.

- Research² shows that most minority ethnic groups earn less than individuals within White, Majority Ethnic groups. Non-UK born individuals from Minority Ethnic groups in particular, are likely to earn significantly less.

Disability pay gap

- Increased absence from work due to appointments and ill-health, and so on, preventing colleagues with disabilities from progressing within their career as easily as non-disabled colleagues.
- Insufficient accommodations within workplaces, limiting colleagues with disabilities in undertaking a full-time role.
- The average age of the workforce – according to evidence^{3 and 4}, disability and age are closely related, with older people being more likely to identify as disabled (as per the definition outlined within the Equality Act 2010⁵).

Ethnicity and disability pay gap reporting tends to be more complex than gender pay gap reporting and the level of analysis that can be undertaken is dependent upon colleagues' participation rates in sharing their ED&I data. Lower participation rates can make it difficult to analyse the pay gaps between individual minority groups and gather more in-depth insights.

References

1. [GOV.UK | Sharing of childcare and well-being outcomes: an empirical analysis](#)
2. [ONS | Ethnicity pay gaps, UK: 2012 to 2022](#)
3. [ONS | Disability pay gaps in the UK: 2014 to 2023](#)
4. [ONS | Disability, England and Wales: Census 2021](#)
5. [GOV.UK | Definition of disability under the Equality Act 2010](#)

KEY INSIGHTS (Continued)

What does the data tell us about our pay gaps?

The information on the previous page outlines the factors that we typically tend to see driving the gender/ethnicity/disability pay gap across organisations in the UK and Ireland. Below, we have looked in more detail at where we are performing well, where we need to improve and what influencing factors may be driving SYSTRA Limited's pay gaps:

Gender pay gap

- When looking at binary gender representation across the business as a whole, we are pleased to report that representation of women in Band 8+ (management) roles has increased year on year. We have also seen increased representation of women in the three highest pay quartiles, whilst the % of women in the lower pay quartile has reduced year on year.
- Our mean and median gender pay gaps have increased year on year, however this appears to have been impacted by a small number of exceptional circumstances and not a reversal of the previous downwards trend.
- The percentage of women receiving a bonus has improved year on year and, in addition, bonus eligibility for women sits slightly higher than men's. This is a positive reflection of our bonus eligibility evaluation processes and our commitment to managing bonus payment equitably.
- Our mean and median bonus pay gaps have widened. As there are significantly more men across the business in general, particularly within Band 8+ (management) roles, we would typically expect the average bonus pay gap to be reflective of this imbalance. We are keen to make further progress in this area and will prioritise a review of our bonus evaluation methodology to ensure this is as robust as possible.

Ethnicity pay gap

The overall colleague response rate regarding details of ethnicity is currently lower than we would hope (70.72% 'Not declared'). Whilst we recognise the limitations of this on our ability to produce accurate findings and draw reliable conclusions, for the purposes of this report, we have proceeded on the basis that current responses will partially

reflect the overall makeup of our business and that the insights we have drawn should hold some significance.

In 2026, we hope to improve response rates, helping to enhance the accuracy of future reports. Furthermore, though all minority ethnicities have been grouped together under the term 'minority ethnic' in this report, once our response rate is higher, we aim to demonstrate findings at a more granular level, ensuring that we recognise the pay disparities that exist between different minority ethnic groups.

- Our findings indicate that minority ethnic groups are underrepresented across the business, and at all pay quartiles. This is less apparent within the lower and lower middle income quartiles which is a positive reflection of the work we have undertaken in recent years to engage a more diverse range of graduates and apprentices.
- As we have grouped all minority ethnicities, it is difficult to compare our mean and median pay gap to the UK average, as trends differ when looking at individual ethnic groups. However, it is evident that there is an overall pay gap between white majority ethnic colleagues and minority ethnic colleagues, and we can infer that we need to continue our work in ensuring fair practices and improved representation of minority ethnic groups. In future years, once we have more data, we aim to report on individual minority ethnic groups, allowing us to identify necessary priorities for specific minority ethnic groups.
- We are pleased to report that the mean bonus pay gap currently leans in favour of minority ethnic groups. It is also encouraging to see that there is consistency regarding bonus eligibility. In line with our gender pay gap findings, this reflects positively upon our bonus eligibility evaluation processes. Again, we hope that achieving a higher response rate in future years will improve understanding of our ethnicity bonus pay gap.

Disability pay gap

As we have outlined in the previous section, we recognise that response rates regarding disability representation limit meaningful analysis. Again, we aim to significantly improve response rates in 2026. In the meantime, for the purposes of this report, we have proceeded on the basis that current responses will partially reflect the overall makeup of our business and that the assumptions gathered are sufficiently representative.

- Colleagues with disabilities are currently underrepresented across the business and all pay quartiles.
- The average median pay gap in the UK is approximately 12.7%. SYSTRA Limited sits on par with this average (12.7%). Based on current information there is clearly a pay gap which we will work to address.
- Our data shows that bonus eligibility is currently weighted in favour of colleagues with a disability. Once again, this reiterates the conclusions we have also drawn with our gender and ethnicity pay gap findings regarding the fairness of our bonus eligibility evaluation processes.
- The mean bonus gap currently sits at 29%, indicating that some inequities may exist here, most likely driven by underrepresentation of colleagues with disabilities, particularly when looking at Band 8+ (management) roles. This is something we will continue to monitor closely in the aim of clearly identifying what specific factors are driving this gap within SYSTRA.

ADDRESSING OUR PAY GAPS

Everyone Onboard - our vision for equality, diversity and inclusion



Age

Disability

Gender

LGBTQIA+

Religion

Race & Ethnicity

Socioeconomic

The following employee resource groups (ERGs) also support the ED&I Colleague Engagement Group (Everyone Onboard) with their knowledge and insights:

- Women in Motion
- Disability Group
- Parents of Neurodivergent Children
- Armed Forces Community



What we have done so far

Within our ED&I strategy, we align our activities to five strategic themes. Actions have been undertaken within each of these key areas with the aim of addressing the gender/ethnicity/disability pay gap. Since January 2025, we have:



Everyone has a voice

- Recognised a range of key ED&I awareness dates, using these dates as an opportunity for colleagues to share their insights and lived experiences through a variety of activities, such as company-wide talks, podcasts, written articles and posters. These dates have included:
 - Menopause Awareness Month
 - International Women's Day
 - World Day for Cultural Diversity
 - Black History Month
 - Neurodiversity Celebration Week
 - Disability Pride Month
- Continued to share new policies and gather feedback from the ED&I Colleague Engagement Group prior to publication, including the 'Race Equality Policy' and the 'Equality Data Collection & Reporting Policy.'
- Conducted internal focus groups with women from a variety of grades and business areas exploring barriers to progression.
- Supported a collaboration day for the Disability ERG to bring together and develop ideas and feedback.

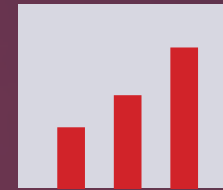


What we have done so far (Continued)



Everyone recognised

- Continued our partnerships with relevant external organisations, for example Black People in Construction (BPIC) and Women in Transport (WIT).
- Ensured we continue to prioritise the commitments outlined within the various pledges/accreditation schemes that we are signed up to, such as:
 - Menopause Workplace Pledge.
 - Inclusive PPE Campaign Pledge and Protection for Everyone Charter.
 - Level 2 Disability Confident accreditation.
- Launched and started to grow our internal network of ERGs, such as the 'Disability Group' and 'Women in Motion'.
- Shared posts on our website and via social media highlighting the profiles of those within our organisation from minority groups, as well as articles celebrating their achievements.



Monitoring our performance

- Launched our ED&I survey, helping to enable more detailed reporting and analysis of the diverse backgrounds of our colleagues across the UK and Ireland and allowing us to monitor the effectiveness of our ED&I strategy.
- Published the 'Equality Data Collection & Reporting Policy', clearly outlining our ED&I data reporting aims and how we will manage this information.
- Developing our first annual set of Quarterly ED&I Data Reports, examining the diversity of our workforce and monitoring the effectiveness of our ED&I strategy in helping to diversify SYSTRA.
- Made substantial progress towards Clear Assured Silver accreditation.



What we have done so far (Continued)



Attracting diverse talent

- Connected with relevant university societies through Gradcracker.
- Continued to make efforts to target as broad an audience as possible in the attraction process by attending events, such as the STEM Women Graduate Careers Event.
- Used inclusivity focused job boards to advertise our vacancies, such as Job Centre Plus, BPIC and Women in Rail.
- Started to track the ED&I data of applicants through the recruitment process following the introduction of our new recruitment portal.
- Continued to ensure we use inclusive imagery and text within all internal and external comms.
- Supported various internships and work experience placements, one of which was organised in collaboration with the social mobility charity, Career Ready.



Giving back

- Continued to provide our colleagues with two paid volunteering days to allow time out to contribute and support projects and initiatives, which enhance our local communities.
- Supported our colleagues to engage with agreed STEM activities during working hours, in addition to the two paid days they can take for volunteering.



2026 Action Plan

Aligned to the five strategic areas detailed within our ED&I strategy, we have outlined the actions we intend to take in 2026 which will aid us in our progress to closing our pay gaps and addressing inequity. We aim to:



Everyone has a voice

- Continue to recognise a variety of key ED&I awareness dates, allowing the ED&I Colleague Engagement Group to influence the events included within our annual ED&I calendar and encouraging colleagues to share their personal insights within communications, highlighting the diversity of lived experiences which exist within our organisation.
- Further enhance connections between the Everyone Onboard Gender, Ethnicity and Disability pillars and relevant SYSTRA Limited ERGs, for example 'Women in Motion' and the 'Disability Group', ensuring we use insights from the ERGs to directly influence our activities.
- Explore the data collected from our 2025 Women's Focus Groups to identify any barriers to progression.



2026 Action Plan (Continued)



Everyone recognised

- Explore external organisations focussed on empowering minority groups within the transport industry and build on our current partnerships (for example WIT and BPIC), promoting relevant external events/resources to our colleagues.
- Maintain our focus on fulfilling the commitments made in our Menopause Workplace Pledge and under the Disability Confident scheme.
- Continue to share inspirational articles and good news stories highlighting a diverse range of colleagues and further develop resources and guidance available to managers to promote inclusive behaviours.



Monitoring our performance

- Publish an updated version of our Gender, ethnicity and disability pay gap report no later than March 2027, promoting the ED&I data survey in the meantime with the aim of improving the response rate, allowing us to collate more meaningful data pertaining to our disability and ethnicity pay gaps.
- Produce and share quarterly ED&I data reports, using data from 2025 and 2026 to identify developments quarter by quarter and year on year.
- Achieve Clear Assured silver accreditation.



Attracting diverse talent

- Continue to use our early careers recruitment activities to target schools/colleges/universities with higher levels of diversity.
- Continue to track the diversity of applicants through the recruitment process, looking at how we can use this data to better understand how well we are performing in regard to our aims of attracting a diverse talent pool.
- Aim to promote diversity through our approach to STEM engagement activities.



Giving back

- Encourage colleagues to use their two paid volunteering days to assist with initiatives aimed at supporting minority groups in their local areas.
- Use our STEM outreach activities to continue to support students from diverse backgrounds.

