

GENDER PAY GAP STATEMENT

2022/23

Special thanks to our colleagues featuring throughout.

SYSTRA

EXECUTIVE SUMMARY/FOREWORD

Gender pay gap 2022/2023

“ SYSTRA’s ambition for our colleagues is to create a diverse, inclusive workplace which allows colleagues to be themselves and give their best. It allows us to serve our customers better, contributing to the success of our business and it helps us contribute to a more equal society.

We are pleased to report that we continue to make positive steps towards closing the gender pay gap in our 2023 Report. This year’s data shows however that progress has been made in some areas but not in others, and is influenced substantially by small shifts, suggesting that change is not yet endemic.

As the business continues to grow and develop, we recognise that promoting equality, diversity and inclusion is a key priority that we need to drive forward with continued passion and energy. Our Gender Action Plan for 2024 identifies a number of specific strategies. This includes actively engaging with women in our workforce, understand their experiences and promoting work experience opportunities via organisations that work with under-represented groups to tackling unconscious bias in our recruitment processes.

SUZANNE WALKER
HR Director



GENDER PAY GAP EXPLAINED

Gender pay gap 2022/2023

What does the gender pay gap tell us?

The gender pay gap shows the difference in the median hourly rate of pay for men and for women, expressed as a percentage of the men's median's salary.

The gender pay gap is an indicator of lack of female representation in senior, more highly paid roles.

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

Factors that drive the Gender Pay Gap

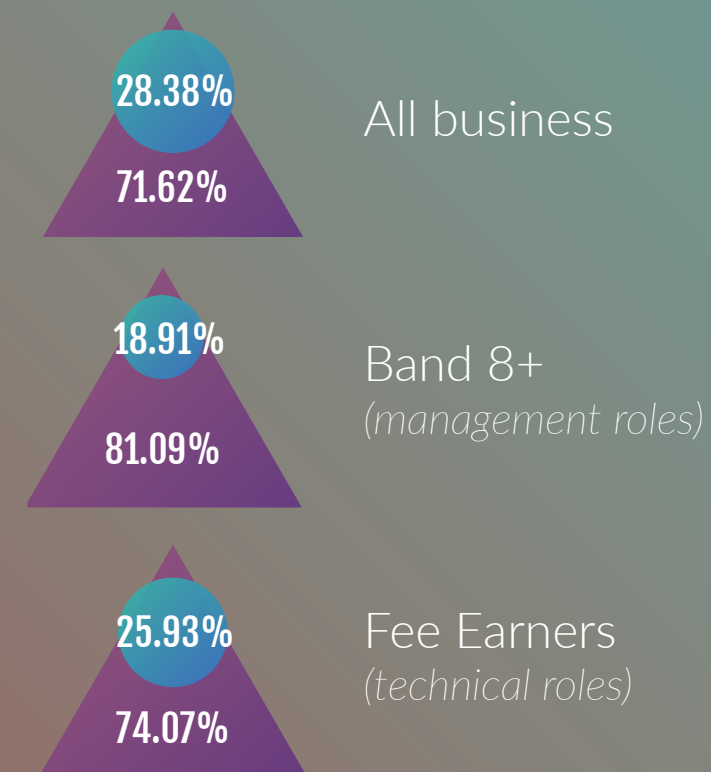
A number of factors have been identified as key contributors to the general Gender Pay Gap we see across many industries.

- Conscious and unconscious bias playing out in hiring and promotion decisions
- Women and men working in different industries and different jobs, with female-dominated industries and roles attracting lower wages
- Insufficient adaptability in the workplace to support caregiving and other obligations, particularly in senior positions
- High rates of part-time work for women
- Women's greater time out of the workforce for caring responsibilities impacting career progression and opportunities
- Women's disproportionate share of unpaid caring and domestic work

Key:

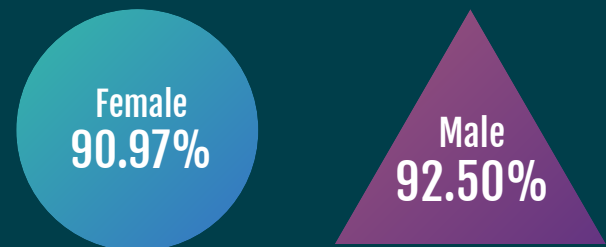
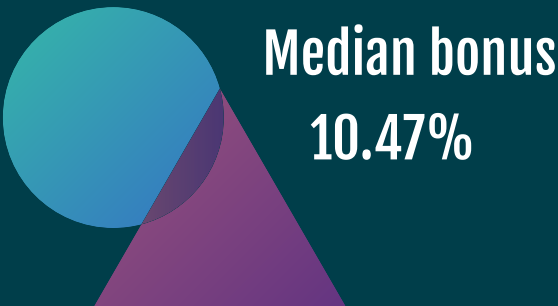
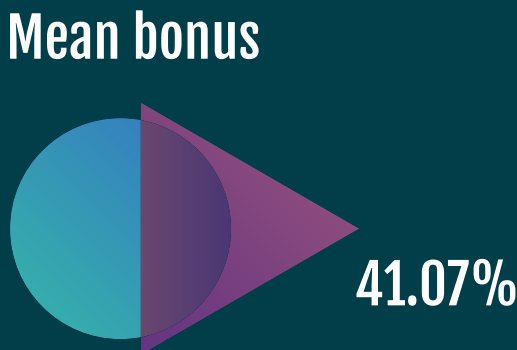
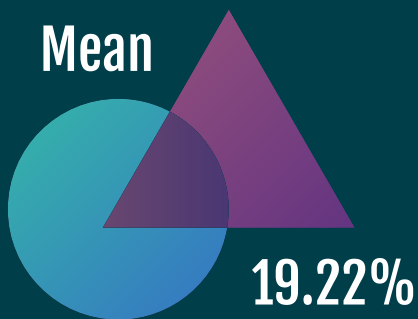


Binary gender representation across the business:



UK & IRELAND FIGURES

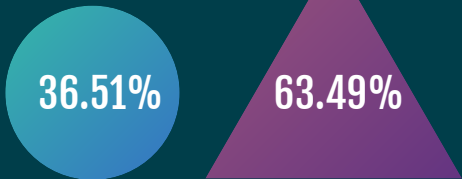
Gender pay gap 2022/2023



Bonus eligibility gap, percentage of men and women receiving bonus pay

Gender representation by pay quartile:

Lower quartile



Lower middle



Upper middle



Upper



Key:



EVERYONE ONBOARD

Gender pay gap 2022/2023

Our vision for equality, diversity and inclusion (ED&I)

Throughout 2022 and 2023 we have continued to build on our ED&I strategy, shaped by feedback and ideas from our ED&I colleague engagement group.

This group is open to all colleagues and focusses across the following areas:

- Age
- Disability
- Gender
- LGBTQI+
- Race & Ethnicity
- Religion
- Socio-Economic

The 5 pillars set out here reinforce appropriate breadth and focus of the action plan which aligns our strategy. We have listed some of the activities from our ED&I pillars during 2022/2023 here, which support our work to reduce the gender pay gap.



Everyone has a voice

1. Keep Moving Webinar with Kimberly Slaughter, CEO SYSTRA USA
2. International Womens Day workshops on 'the role of men as allies in gender equality'.
3. Part Time Working Experience sharing webinar with SYSTRA colleagues

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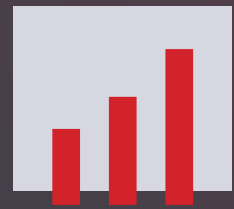


Everyone Recognised

1. Expanding colleague private medical cover to incorporate Menopause support
2. Signed Menopause Workplace Pledge
3. Positive approach to flexible working requests – we actively encourage these and support wherever possible.

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Gender pay gap 2022/2023



Monitoring our performance

1. Clear Assured benchmarking
2. WISE benchmarking
3. Submitting Social Mobility Employer Index 2024
4. Developing ED&I Data Collection and Reporting



Giving back

Encouraging STEM ambassadors and engagement with under-represented groups by sharing information on how to sign up, events local to our offices (recent and future) and encouraging stem activities during working hours via STEM newsletter and Viva Engage community.

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ONBOARD



Attracting diverse talent

1. Family friendly policy improvements, in particular increase to pay for maternity/ birthing parent leave, to support retention of women
2. Recognising and adjusting for differences in behavioural norms (i.e. research showing women are less likely to apply for roles where they don't meet all the criteria resulting to a change in our job advert wording)
3. Proactively identifying STEM engagement activities targeting groups which are underrepresented in our workforce

2024 GENDER ACTION PLAN

Gender pay gap 2022/2023

- Ensuring objectives and expectations for part-time colleagues are appropriate relative to full-time colleagues through objectives review
- Actively promoting work experience opportunities via organisations that work with under-represented groups
- Targeting early careers recruitment toward schools, colleges, and universities with most diversity
- Asking women about their experiences in the workplace and proactively addressing areas for concern
- Tackling unconscious bias in our recruitment processes
- Focus on fulfilling the commitments made in our Menopause Workplace Pledge
- Continuing to build relationships with external organisations focussed on promoting gender diversity & equality
- Gender Pay Gap workshop for SYSTRA Ltd colleagues to explain and discuss this year's gender pay gap report
- Continuing to work towards Clear Assured Silver Standard.



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