



SYSTRA

GENDER PAY GAP REPORT

2018

At SYSTRA our vision is to be the signature team for transportation solutions. We recognise that to become the signature team we must ensure we harness the value and the many benefits that come from having a diverse and inclusive workforce. We strongly believe that promoting fairness, equal opportunities and respect is critical to our success and to helping us build a stronger business.

We remain committed to continually increasing our focus and commitment to attract, develop and retain a diverse and inclusive workforce. We will ensure that fairness and equal opportunities remain a priority in everything that we do as we continue to strive for greater gender equality, not only within our organisation but across the industry.

We therefore welcome the Government requirement for organisations such as ours to be more transparent and publish gender pay gap information. We see this as a positive step towards ensuring everyone is working towards a collective goal of closing the industry wide gap over time.

I confirm that the information and data provided in this report is accurate and in line with mandatory requirements

Pascal Mercier



Managing Director SYSTRA Ltd.

WHAT IS THE GENDER PAY GAP?

GENDER PAY IS NOT THE SAME AS EQUAL PAY.

EQUAL PAY IS ABOUT PAYING MEN AND WOMEN THE SAME SALARY FOR WORK THAT IS THE SAME OR BROADLY SIMILAR.

At SYSTRA we are confident that men and women are paid equally and fairly throughout our organisation. We continually review our practices to ensure fairness and equality in all of our activities, including those around reward and remuneration.

The **MEDIAN GENDER PAY/BONUS GAP** is the difference between the mid-point number in the list of hourly pay rates for all men and the mid-point number in the list of hourly pay rates for all women in an organisation, shown as a percentage of the mid-point number from the list of hourly rates for men.

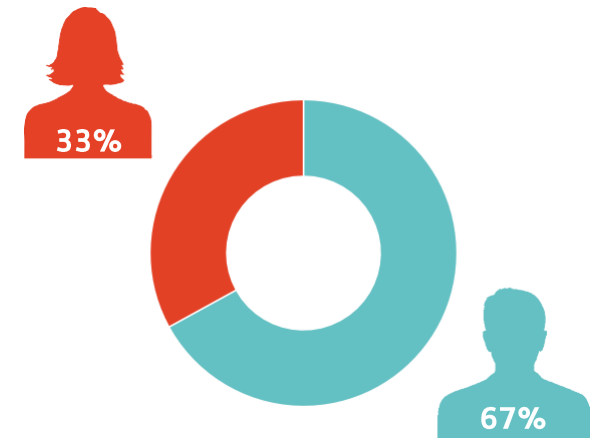
The **MEAN GENDER PAY/BONUS GAP** is the difference between the average hourly pay rate for all men and the average hourly pay rate for all women in an organisation, shown as a percentage of the average hourly rate for men.

The **QUARTILE PAY DISTRIBUTION** is the proportion of men and women in each 25% quartile of an employer's pay structure. The hourly pay rates for men and women are ordered from lowest to highest and divided into four equal sections with the number of men and women in each quartile being calculated as a percentage of the total employees within the quartile.

OUR ORGANISATION

We know that our gender pay gap is driven by the fact that we, like most organisations in our sector, have a significantly higher proportion of men than women in our organisation. The latest figures show that just 24% of women graduate from UK universities with a core STEM degree and this is reflected in both our current workforce and the ratio of men and women available in the market with the required skills to fill our vacancies.

The significantly higher proportion of men within the organisation, and particularly the higher proportion of men entering relevant professions in previous decades, is a key factor in the higher number of men than women in senior leadership roles. Senior roles demand higher salaries and bonuses linked to business performance, which contributes to our gender pay gap. With continued positive actions, we expect to see a decrease in the gender pay gap over the long term as more women progress throughout the organisation.



OUR GENDER PAY GAP DATA

PAY GAP

The median pay of men is 21% higher than that of woman

21%
*MEDIAN

The mean pay of men is 19% higher than that of woman

19%
MEAN

BONUS GAP

The median bonus pay of men is 20% higher than that of woman

20%
MEDIAN

The mean bonus pay of men is 37% higher than that of a woman

37%
MEAN

PROPORTION OF STAFF RECEIVING A BONUS



93%
FEMALE

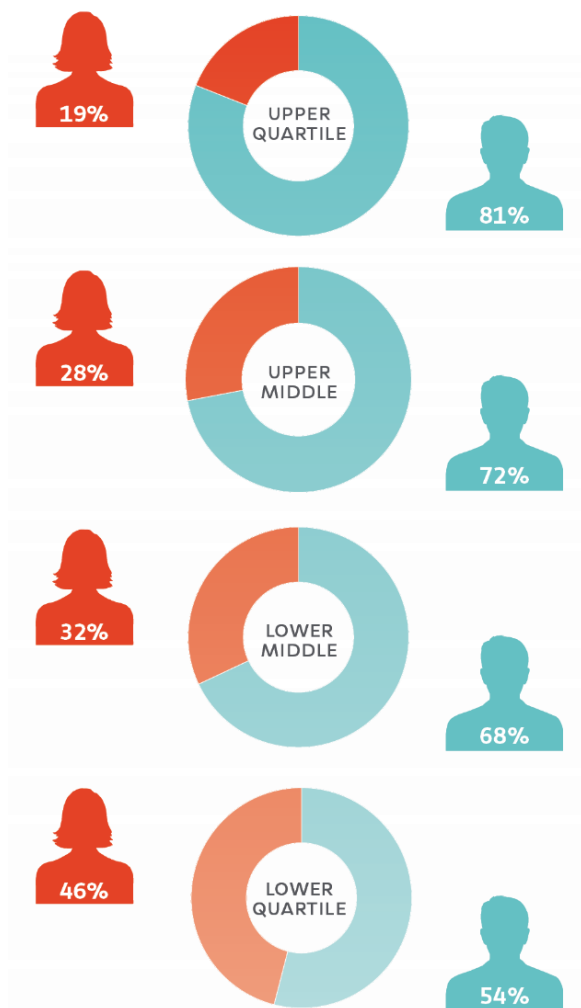


91%
MALE

**Note that our Median gender pay gap figure was incorrectly calculated in 2017. The correct median pay gap for 2017 was 20%.*

93% of all women and 91% of all men received a bonus

PROPORTION OF EMPLOYEES IN EACH PAY QUARTILE



Proportion of women and men in each pay quartile, ordered from lowest to highest pay.

OUR CONTINUED EFFORTS TO POSITIVELY INFLUENCE OUR GENDER PAY GAP

WHILE OUR OVERALL GENDER PAY GAP HAS REMAINED RELATIVELY CONSISTENT WITH LAST YEAR, AND IN LINE WITH THE INDUSTRY AVERAGE, WE ARE STARTING TO SEE SOME POSITIVE IMPROVEMENTS IN OUR TRENDS.

We are pleased to see an increase of 4% in the proportion of women in the upper quartile. However, there is still a higher proportion of men than women in the upper three quartiles which is reflective of the fact that only 33% of our workforce are women. Although the lower quartile is much more even, our overall proportion of women and men in the organisation has remained static for the past few years as we continue to struggle with the balance of available candidates to recruit from.

We will continue to play a role in promoting the positive benefits of STEM careers for all through initiatives such as social media campaigns and engagement with universities and schools. We will also actively encourage a culture that is supportive of equality and inclusion in the workplace by continuing to take proactive steps such as ensuring all our staff receive equality and diversity and unconscious bias training.

We will continually review our recruitment and attraction activities ensuring we have inclusive bias-free recruitment practices, and that all our external communications and job advertisements use gender neutral language and encourage applicants seeking part time and flexible working.

While the proportion of females in our graduate intakes has remained stable over the past few years at around 35%, we are seeing some improvements in our promotion levels with 47% of all employees promoted in 2018 being female compared to 33% in 2017, with 50% of promotions to Associate and Associate Director grades being female.

We will continue to encourage career development for all and ensure equal opportunities and fairness, providing appropriate mentoring and support to everyone to help progress employees into leadership and technical senior roles. As part of this we will continue to actively support the ongoing career development of employees working part time (still far more likely to be women) by working to ensure that policies and working practices do not make it more difficult for part time employees to succeed in their current roles and/or progress to senior roles.

Recognising the benefits of having a diverse workforce, including gender balance, means that we will continue to strive for this by showing strong leadership, identifying and implementing positive actions, ensuring fairness and equality in all our activities and ongoing engagement with our staff.