

# UK Gender Pay Gap Report 2022







## UK Gender Pay Gap Report

Creating a more diverse and inclusive environment for our workplace remains a priority for HDR. We are taking action to deliver more Inclusion, Diversity and Equity (ID&E) within our business. We believe in the importance of ID&E in supporting innovation as we reflect the communities we serve.

Drawing on the range of opinions, skills and viewpoints of a variety of people is crucial to the success to deliver for our clients.

That is why we are focused on initiatives and strategies that will help us close the imbalance within our workforce.

To achieve this, we aim to have a root and branch strategy that will attract talent from an early age, creating the right working conditions for those who are underrepresented, putting in place paths for career progression and ensuring employees are rewarded appropriately.

We understand that increasing overall representation will take time to be reflected within the whole of our industry. HDR is committed to implementing our short-, medium- and long-term strategies to increase the diversity in our workforce and add to the diversity within the industry.



*"At HDR, we strive to proactively counteract the existing gender pay gap within our business by directly addressing its' root cause, namely the underrepresentation of women in the engineering industry as a whole. We are creating local partnerships with STEM-centred colleges and schools. We will attend several career fairs at universities across the country to recruit future female engineers into our Careers Plus scheme, we are organising talks and webinars to promote engineering as a career path, and we have enrolled into the STEM Employer Programme. Our recent female hires, engineering and commissioning apprentices, are attending relevant degree courses at London Southbank University, fully funded by an apprenticeship scheme that HDR has been paying into since 2017. I am confident that our long-term strategy of attracting talent is going to prove effective in closing the gender pay gap."*

**Richard Whitaker**  
Managing Director (EMEA)

## The purpose of our gender pay gap analysis

A gender pay gap analysis is vital to understand the extent of the gender imbalance within our workforce. Through analysis of our internal composition, we are focusing on areas where there is underrepresentation.

This report will therefore focus on the analysis of the mean and median pay gap across our organisation as well as representation across the different quartiles and organisational levels.

It is important to note that gender pay gap is different from unequal pay. Unequal pay is paying an individual from one group a different level of pay compared to another individual, for comparable roles with comparable tasks.

## Definition

### The Gender pay gap

The gender pay gap is the difference between the average hourly pay between two groups as a proportion of the first group's average earnings. A high positive number indicates lower pay for the group that is underrepresented.

The gender pay gap is not the same as equal pay. The issue of pay inequity is paying women and men differently for doing comparable work.

### Mean pay gap

The mean pay gap is the difference between the average earnings of two groups.

### Median pay gap

The median pay gap is the difference in hourly pay between the midpoints of two groups' pay, when earnings are listed according to size.

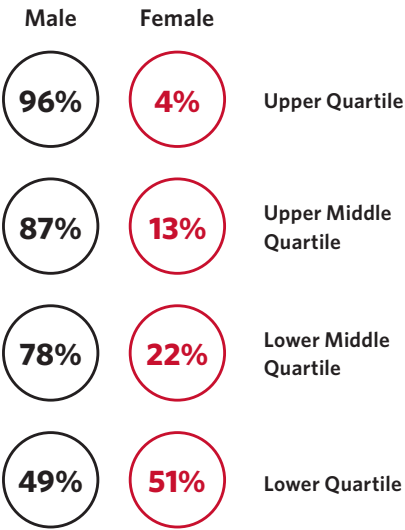
# Our 2022 findings

Our gender pay gap in the UK shows the gender imbalance that exists within our industry with a higher proportion of men employed across the business.

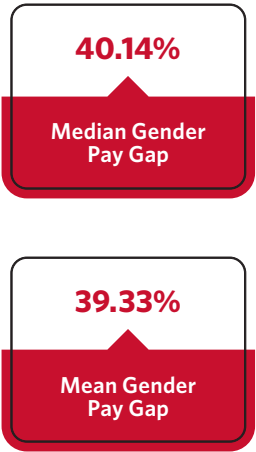
As this is the first year that HDR has needed to undertake reporting of this nature, there is no comparison data for previous years. HDR is committed to making year-on-year improvements to reduce the gender pay gap via the means outlined in this report.

Our mean data is calculated by adding the hourly pay of men or women and dividing the sum by the number of men or women. We then calculate the pay gap by subtracting the women’s mean hourly pay figure from the men’s mean hourly pay figure and dividing that by the men’s mean hourly pay. Our median data looks at the middle value when the hourly pay is sorted in ascending order and is less influenced by very low or high values.

## Proportion of male to female in different pay quartiles



## Mean and Median pay gap analysis



## Proportion of male to female that received a bonus

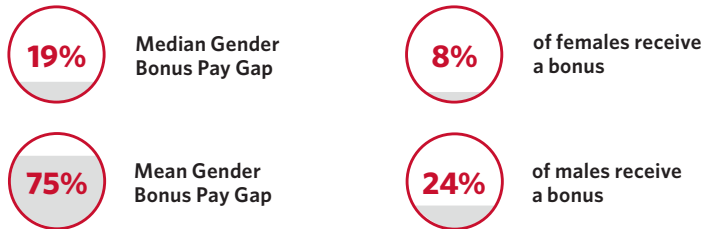
The bonus pay gap calculation methodology does not account for a full-time equivalent recalculation for our part-time employees, who are primarily women, which does have an impact on the data.

It should also be noted that HDR operates a share programme where employees are awarded discretionary company shares based on company profitability. These shares are awarded to employees regardless of gender and position within the organisation. These are not bonus payments and not included in the bonus payment calculations. If these awards were to be included, the proportion of males to females that receive bonuses would reduce significantly.

We are confident that the growing number of women joining us in the early stages of their careers as well as initiatives like our inclusive leadership development programme will help us reduce our gender pay gap over time. While government legislation requires us to report our gender pay gap and gender bonus pay gap figures for each legal entity with more than 250 staff, this report includes the mean and median figures for our two UK operations combined, providing a business-wide snapshot of our statistics.

However, we recognise that we need to do more to reduce gender imbalance across the organisation and as a result we will be looking at a variety of strategies to narrow this gap.

## Bonus Pay Gap



## Strategies to address our gender pay gap

### Collaborations

In 2022, HDR established eight employee network groups as a part of our Inclusion, Diversity and Equity program. The groups are comprised of employees who join in their workplace based on shared characteristics, life experiences and interests. The groups are also generally based on providing support, enhancing career development, and contributing to personal development in the work environment. The Women's employee network group assists women at HDR in developing their skills as leaders within the organization through networking, professional and personal development activities, and social networking. The group is committed to advancing the ability of HDR to become an employer of choice for women in various disciplines by championing the organization's efforts to capitalize on the talents and contributions of its female employees.

In addition to our inclusion, diversity and equity enterprise-wide programs, HDR looks to create corporate partnerships with local educational institutions that promote the STEM topics, to name a few: Southwark College, Northwest London College, Croydon College, and City of Westminster College.

HDR will look to connect with local schools which support students in providing information about various careers options. As part of this initiative, HDR has enrolled onto the STEM Employer programme.

In addition, in the autumn of 2022, HDR attended the following events with the accompanying results:

- **May: Brunel Careers Fair.** The Brunel Careers Fair saw a significant amount of female engineering students, with over 40% of those interviewed for our Careers Plus scheme, with both apprentices and graduates being female.

- **June: Cranfield Technology Fair**
- **November: The Birmingham and Bath University Careers Fair and the STEM Brunel University**

Across several engineering disciplines, we found an increased interest from potential candidates in the areas of commissioning, mechanical, electrical, and civil engineering. We recently hired a civil apprentice and commissioning apprentice, both female. Both students will be supported through apprenticeship degree courses with London Southbank University which will be fully funded by the apprenticeship levy which we have been paying into since 2017.

HDR will host a Q-Taster session with Queen Mary University aiming to introduce engineering as a career to all students who are still searching for the right career path or who wish to learn more about HDR.

In addition to this, Brunel University hosts Insight Talks and Webinar Wednesdays for employers, which students can join, and on the 26th October, we organised a session on women in engineering, hosted by some of our female colleagues.

### Nurturing new talent

HDR provides various options to support ongoing training and development of our employees. The annual appraisal process allows for employees to access various soft skills trainings, such as project management training, technical report writing or presentation skills, as well as technical skills required for their discipline.

The Career Connect programme is a self-paced internal leadership development programme that is customisable and accessible to employees.



Those who complete this programme in its entirety demonstrate a keen knowledge of HDR's business, as well as focus and self-management and interpersonal skill necessary for the next generation of HDR leaders.

Another arm of this framework includes the mentorship programme, which provides valuable personal and career development opportunities through facilitated mentorship pairings and events. Started by the Women's Employee Network Group, the mentorship programme is a great opportunity to gain professional support, share experiences, extend employees network and cultivate meaningful relationships with strong inspirational role models within HDR.

In addition, as part of the training and development offering, HDR has internal supervisory resources which are actively promoted to staff. Topics include: trainings and webinars for navigating difficult conversations; managing remote teams; supervisor essentials and coaching; and unconscious bias.



## Family friendly benefits

To attract new female talent, we recognise that we must address some of the challenges that will affect potential new hires as well as some of our existing colleagues by expanding as well as enhancing our employee benefits.

We have focused on a specific set of benefits.

## Hybrid working

The business operates a hybrid working model which all are employees have an opportunity to participate in.

These changes have a positive impact on not only attracting talent to HDR and the industry but also contribute to improving the work-life balance of many of our employees.

## Parental leave

As part of our drive to attract more female employees, we look at how we can further support them and their families when they take Maternity leave. We review our maternity leave benefits among others on an annual basis.

Lack of or reduced support during Paternity leave may play a part in fathers' bonding with their children and supporting their partners as much as they would like.

We already offer our employees enhanced Paternity leave outside the statutory requirement.

However, we also recognise that more financial support needs to be given to prospective fathers.

Similar to our annual review of maternity benefits, we review paternity benefits on an annual level, too.



*"To champion and retain our female talent, we have several initiatives focusing on professional development and work-life balance. Career Connect is our flexible and accessible programme helping employees to advance leadership skills, while the HDR-endorsed Mentorship Programme by Women's ENG connects female engineers at the start of the career with experienced role models. We have introduced hybrid working to help all employees experience a better work/life balance. We are constantly striving to create a workplace of equal opportunities, regardless of gender."*

**Jay Amin**

Human Resources Director EMEA & APAC

