

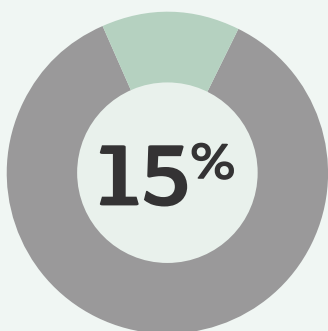
# Our Gender Pay report 2018.

## Our commitment.

Diversity's positive impacts are far reaching, from increased motivation to better performance. Our firm is dedicated to creating an inclusive environment that allows everyone to perform at their best and that people want to be part of. We know there are many young girls and women out there who could make a big impact on both our firm and industry, and we're committed to providing better opportunities to empower them to reach this potential.

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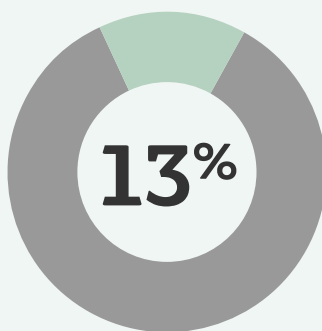
## A wider look at our industry & firm initiatives.



2012 (14%) - 2019 (14.6%)

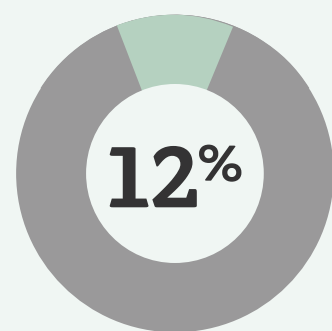
The proportion of young women studying engineering in the UK is 14.6% an increase of just 0.6% since 2012.

Source: Talent 2030 Dashboard, National Centre for Universities and Business



Women holding management positions in the science, engineering, and technology industries is at just 13%.

Source: 2018 Women in STEM workforce, WISE Campaign



Women make up just 12% of the professional engineering workforce compared to 42% of the UK's overall workforce.

Source: 2018 Women in STEM workforce, WISE Campaign

While our male to female split is lower than the UK average, it is higher than the proportion of females studying engineering.

**24:76**  
**Firm-wide  
female to male split**  
April 2018

**22:78**  
**Engineering roles  
female to male split**  
April 2018

It's important to understand and acknowledge the mix of factors that are causing both the engineering industry's and our firm's lack of gender diversity. We have implemented a range of initiatives to help tackle three key areas:

## Attracting a diverse workforce.



### RECRUITMENT

Our 2018 female graduate intake was 16%, compared to the 15% studying an engineering degree. Meanwhile, 34% of our placements were filled by women.



### STEM AMBASSADORS

Our team of STEM ambassadors have increased to more than 50 people (30% of which are female) who volunteer to go into schools and engage young people with engineering.

## Developing all our people.



### DEVELOPMENT PROGRAMMES

Our Women's Development Programme has been extended to the majority of our senior female employees, demonstrating our commitment to increasing the representation of women in senior positions.



### FIRM-WIDE TRAINING

We launched a programme of unconscious bias training to all our partners and management group heads in 2018. In 2019 it is being rolled out to directors and associate directors.

## A place where people want to stay.



### FAMILY-FRIENDLY FLEXIBILITY

We introduced firm-wide flexi-time in 2018, to allow all our people to organise their working hours in a way that suits them and contribute to a better work/life balance.



### 121 TRANSITION COACHING

Our established transition coaching for employees and line managers continues to support them in managing any challenges before, during, and after maternity/adoption/shared-parental leave.

# Our gender pay data.

## WHAT IS IT?

An equality measure that shows the difference in average earnings between women and men in a company: the lower the number, the smaller the gap between the average pay of each gender.

To create our full 2018 Gender Pay Gap report, we looked at:

1. Our Gender Pay Gap
2. Our Gender Bonus Gap
3. Our gender split by pay quartile

The report has to exclude anyone who wasn't paid their 'normal full pay' (i.e. on sabbatical or maternity/paternity leave etc) during the month of April 2018 from the calculations.

## 1. Gender Pay Gap.

19.7%

**Mean\***  
gender pay gap

2017: 22.7%

25.1%

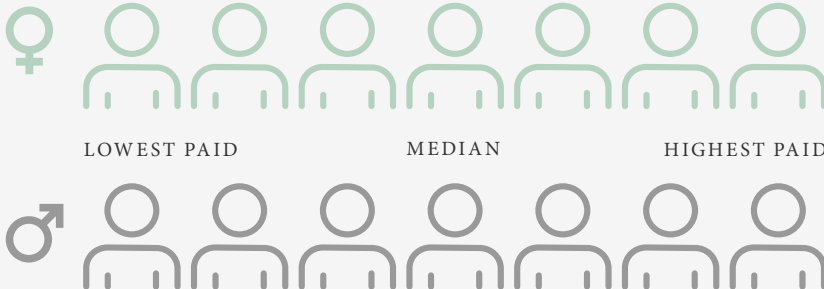
**Median†**  
gender pay gap

2017: 28.5%

17.9%

**UK Median†**  
gender pay gap

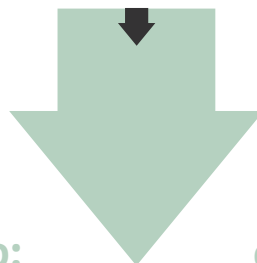
2017: 18.1%



† **MEDIAN:** If all company employees were lined up in a female line and a male line, in order of pay from highest to lowest, the median compares the pay between the female and the male in the middle of their lines.

\* **MEAN:** The overall average pay of the whole sample.

3.4%  
**Hoare Lea  
reduction in  
gender pay gap:  
down to 25.1%**



0.2%  
**UK national  
reduction in  
gender pay gap:  
down to 17.9%**

## 2. Gender Bonus Gap.

Our bonus system is gender-neutral by design, with everyone eligible receiving the same amount, dependent on their grade. The bonus gap is therefore due to a higher proportion of males in senior positions.

**19.2%**

**Mean  
bonus pay gap**

2017: -11.1%

**1.3%**

**Median  
bonus pay gap**

2017: 0%

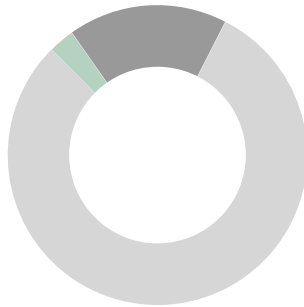
### WHY THE BIG CHANGE?

We only have a small number of employees who are eligible for a bonus. This means that a change from just one person can drastically change the percentages.

**3.1%**

**Percentage of  
females eligible  
for a bonus**

2017: 1.6%



**17%**

**Percentage of  
males eligible  
for a bonus**

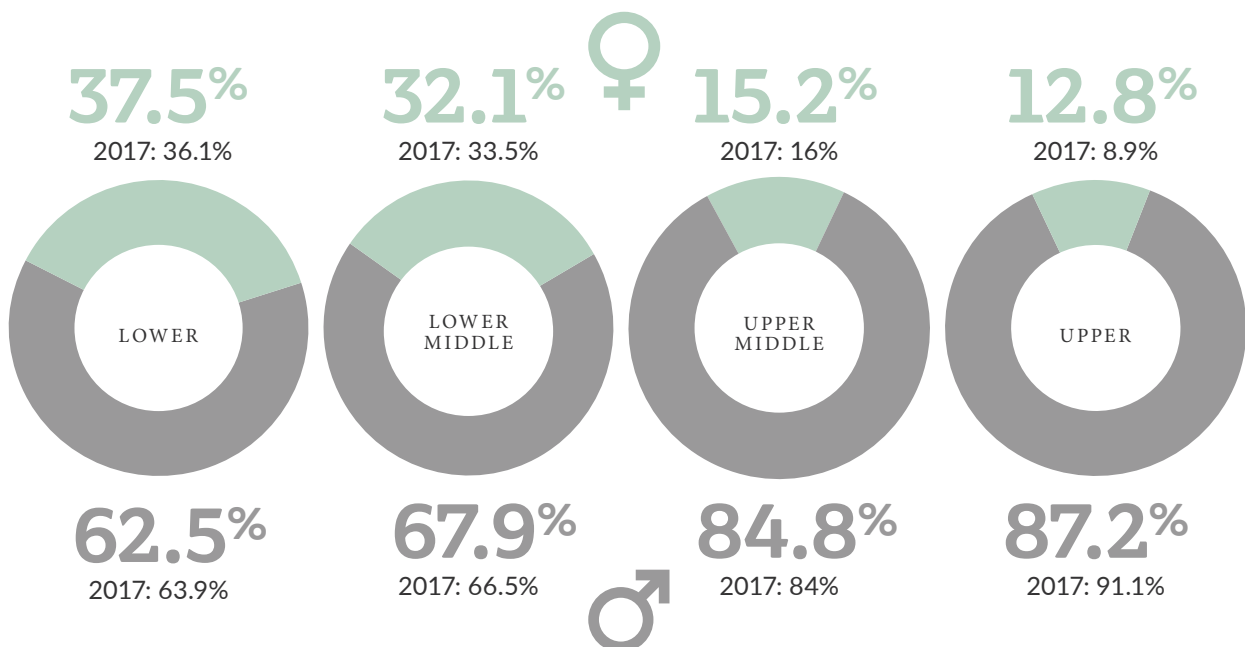
2017: 13.8%

### WHY THE BIG CHANGE?

Since 2017, more women in our firm have become eligible for a bonus, almost doubling the percentage.

## 3. Gender split, by pay quartile.

Since 2017, the percentage of women in our firm's upper pay quartile has increased.



### KEY

If all our employees were ordered from highest to lowest paid and then split into four groups, this looks at the ratio of men and women in each quartile.

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## With us, it's personal.

“At Hoare Lea we have pledged our commitment to creating an inclusive environment that allows everyone to perform at their best and to creating a positive culture that people want to be part of. As an engineering firm, we also have the opportunity to contribute to a much more inclusive industry.

We continually review our Diversity & Inclusion programme; this year we'll be particularly focusing on an 'allies to advocates' initiative, which aims to develop practical ways of further embedding an inclusive culture throughout the firm. It will be a long journey, but it's one we're passionate about.”



**Erica Coombs-Prole**  
Head of HR  
Hoare Lea