

Our gender pay report 2022.

Our commitment.

“Diversity, Equality and Inclusion is important for any business - it’s about valuing everyone in the organisation as an individual. To reap the benefits of a diverse workforce it’s vital to have an inclusive environment where everyone feels able to participate and achieve their potential.

Following our acquisition by Tetra Tech in 2021, for the first time, this year’s results include our former partners, who were not previously salaried employees. This cohort is predominantly male and their inclusion in these results has increased our gender pay gap compared to this time last year.

However, we acknowledge that this now provides a more accurate picture of our employee demographic, and in turn, will help continue to shape the activities we design to address gender minority imbalances.

We welcome the gender pay gap reporting initiative and are committed to improving opportunities for all.”



JUSTIN SPENCER
Managing Director

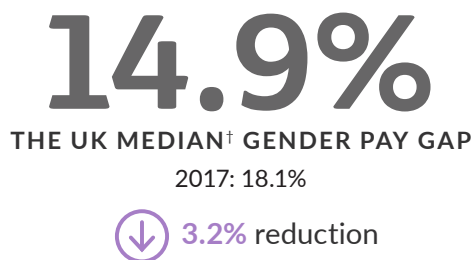
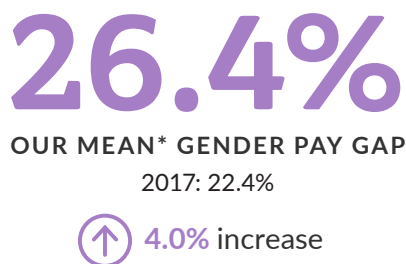
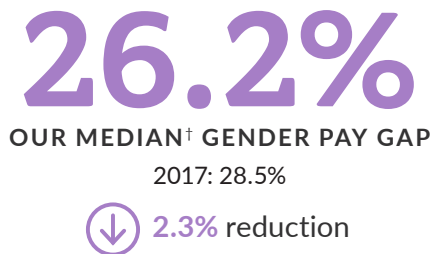
A handwritten signature in blue ink, appearing to read 'Justin Spencer', with a horizontal line underneath.

I, Justin Spencer, Managing Director, confirm that the information in this report is accurate.

What is the gender pay report?

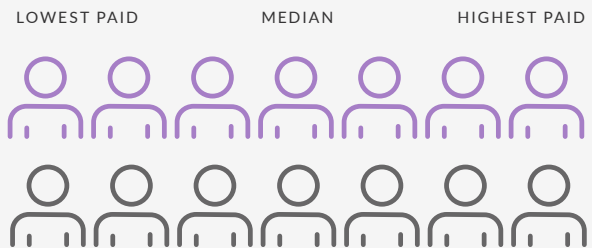
It is important to distinguish between gender pay and equal pay. Equal pay is legally required and makes sure that both genders receive the same pay for doing the same (or equivalent) job. Gender pay, however, is the difference and comparison of the average hourly pay of men and the average hourly pay of women irrespective of the job they do, expressed as a percentage.

1. Our gender pay gap.



† MEDIAN: This is the most widely used statistic and is seen as the ‘typical’ pay gap, as it is not affected by outliers at the top or bottom of the pay distribution. It is calculated by lining up male and female employees, in order of pay from highest to lowest. The median compares the female and the male in the middle of their lines.

*** MEAN:** In addition to the median, we’re also required to publish our mean pay gap, which is the average of the whole sample. It can be affected by extreme values at either end of the pay distribution, and so can be an important measure of how women are at a disadvantage in the workplace.



Source:
<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2022#the-gender-pay-gap>

WHAT’S CHANGED?

Since our acquisition by Tetra Tech in 2021, our former partners are now salaried employees and their salaries are included in the data for the first time.

2. Our gender bonus gap.

52.5%

MEDIAN[†] BONUS PAY GAP
2017: 0%

4.9%

MEAN* BONUS PAY GAP
2017: -11.1%

23.7%

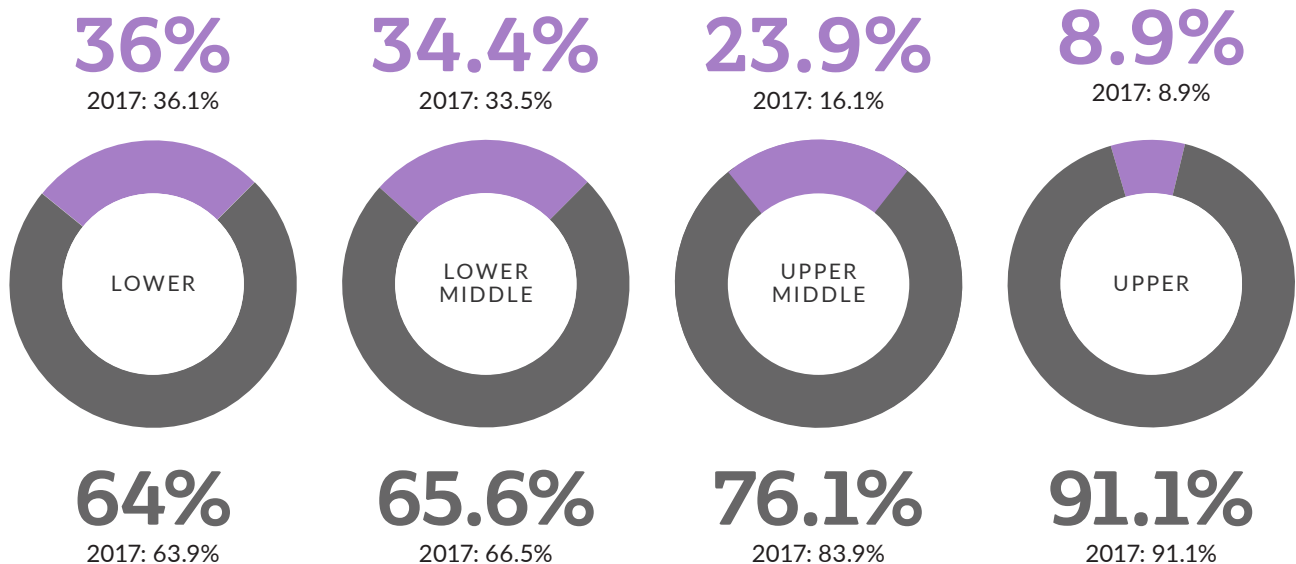
PERCENTAGE OF WOMEN
ELIGIBLE FOR A BONUS
2017: 1.6%

42.4%

PERCENTAGE OF MALES
ELIGIBLE FOR A BONUS
2017: 13.8%

3. Our gender split, by pay quartile.

Since 2017 through to 2022, the biggest proportional increase of women has been in our upper pay quartiles, which is positive to see.



KEY

This looks at the ratio of men (grey) and women (purple) in each quartile if all our employees were ordered from highest to lowest paid and then split into four groups.

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With us, it's personal.

Diversity is a key strategic priority at Hoare Lea.

We aim to:

- Create a safe and supportive working environment.
- Value everyone as an individual and give people a meaningful voice on matters that affect them.
- Improve diversity at all levels but particularly in our leadership.
- Provide equal opportunity to develop skills and talents.

We continue to implement DE&I training and initiatives across the firm. Our dedicated Gender Balance network group have developed a series of activities to address gender minority imbalances and support the attraction, development, and retention of female and non-binary people.

Our commitment to improving diversity at Hoare Lea is real.

We look forward to welcoming our first Head of Diversity, Equity and Inclusion to drive further progress in line with our strategic aims.

We will also be publishing our first Corporate Responsibility report in 2023. This will provide a detailed look at the initiatives we have in place to tackle not only making Hoare Lea a more inclusive place to work, but what we can do to influence changes in our industry to make strides in retaining and progressing a greater diversity of people.

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ERICA COOMBS-PROLE
Director of People and Development