

GENDER PAY GAP REPORT 2022



FOREWORD

Tackling gender inequality and removing barriers for women to succeed in their careers is something that we as a business take seriously – it's an ongoing focus across the engineering industry and a big part of SNC-Lavalin's global ED&I programme to make sure that everyone is included and made to feel they belong.

In the past year, we've continued the work we started to address the female underrepresentation across our industry and our workforce. We're doing more than ever to entice the next generation to choose a career in STEM related subjects, our processes and procedures are becoming more robust and flexible, our improved data capture is providing us with business intelligence on diverse characteristics across areas such as recruitment, promotion, and leavers, and we're offering a growing number of avenues for development and progression.

Engineering a better future for our planet and its people requires a team with exceptional talent and the ability to recognise and reflect the needs of the society they serve, and we're confident that the foundations we're laying down now will accelerate progression in the long term and bring sustainable change.

In this report, we share the results of the latest gender pay gap analysis for the three legal entities that SNC-Lavalin operates in the UK. We confirm that this information and data is accurate as of the snapshot date of 5 April 2022.



Richard Robinson
CEO, UK & Europe
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SNC-Lavalin



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ABOUT THE GENDER PAY GAP STATISTICS

In response to regulations introduced in 2017, every UK organisation with 250 employees or more must publish its gender pay data annually.

Following the acquisition of W. S. Atkins plc in July 2017 and in conjunction with these guidelines, SNC-Lavalin is reporting data for the following employment entities in the UK as of the snapshot date of 5 April 2022: Atkins Limited, Faithful+Gould Limited and SNC-Lavalin Rail & Transit Limited.

A legal entity employs 9 engineers and an MD.



Therefore the Mean Gender Pay Gap is **33%**
(75,000 – 50,000 / 75,000).

So despite paying all the engineers equally,
we still see a significant gender pay gap.

Gender Pay

Gender pay is different to **equal pay**. Equal pay is about paying men and women the same salary for the same or similar roles. Paying our people fairly and equitably relative to their role, experience, skills and performance is a fundamental principle of SNC-Lavalin's approach to determining pay and reward. We ensure our policies and practices are fair and actively scrutinise decisions around our annual performance, pay and bonus activities.

The median

The **median** gender pay gap is determined by ordering the individual hourly rates of pay for all men and women from the lowest to the highest and then calculating the difference between the middle number in the male and female range for each entity. This is expressed as a proportion of the men's median hourly rate of pay.

The mean

The **mean** gender pay gap is the difference between the average hourly rate of pay of women compared with men in a company. This is expressed as a proportion of men's hourly rate of pay.

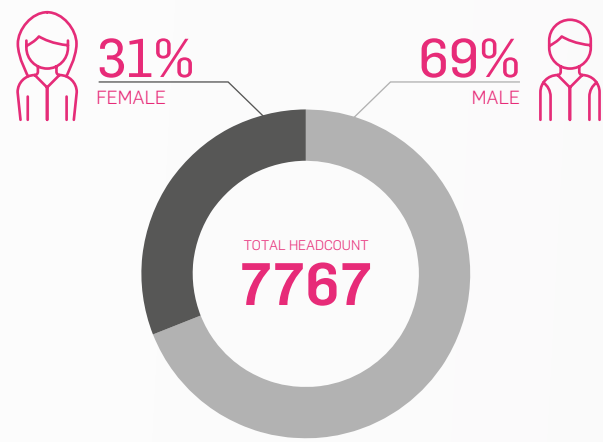
OUR ORGANISATIONAL CONTEXT

Like most companies in the engineering and construction sector, our gender pay gap is largely a reflection of the disproportionate ratio of men to women in our business, particularly within our senior population.

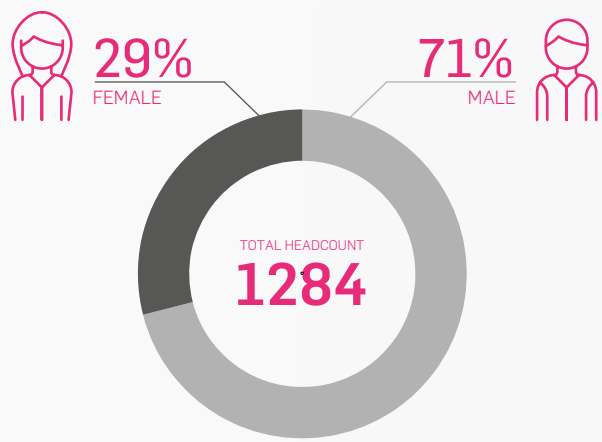
Just under three quarters of our combined UK workforce is male and in senior positions, men outnumber women by more than four to one. Senior roles command higher salaries and more variable pay at risk, with bonus payments and share awards often linked to these salaries.

In addition, a greater proportion of women work part-time hours under our flexible working arrangements. As salaries of part-time workers are pro-rated based on their working pattern, this contributes to the gender bonus pay gap figures that we have reported.

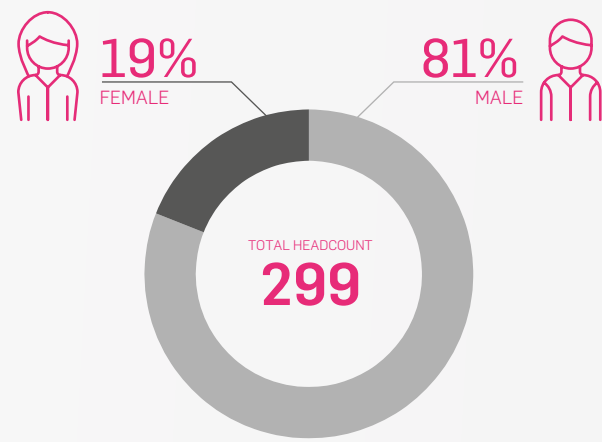
Atkins Limited



Faithful+Gould Limited



SNC-L Rail & Transit Limited



DIFFERENT MAKES A DIFFERENCE – CONTINUED PROGRESS TOWARDS SUSTAINABLE AND LONG-TERM CHANGE

Every day, we're striving to be more inclusive, more collaborative and to be a leading voice for change across our industry. Engineering a better future for our planet and its people requires a team united both by exceptional talent and the ability to recognise and reflect the needs of the communities they serve.

Externally, this means making a positive impact on society through more inclusive and accessible designs – with respect to ability, language, culture, gender, age and other forms of diversity – and using our global voice to champion progress through thought leadership, research and inspiring the next generation of engineers. Our employee resource groups have been convening and influencing the industry by hosting, attending and speaking at events and inviting inspiring and award-winning female leaders to the business to reflect on their lived experiences, career journeys and the importance of Equality, Diversity & Inclusion (ED&I) programmes to drive change in the workplace.

Internally, our objectives are to weave ED&I into everything we do and to remove barriers at every level and in every region in which we operate. This includes spearheading change through trusted and inclusive leaders, increasing female representation

across our whole organisation, and broadening our talent pipeline to include all under-represented groups. We provide innovative learning opportunities that unleash potential and provide our clients with world-leading expertise. Promoting engineering as an attractive career through extensive and varied STEM activities also helps us unlock the necessary diversity of talent to meet the challenges of tomorrow.

In the past year, we've continued the essential work needed for meaningful and sustainable long-term improvements to close our gender pay gap through our UK & Europe action plan, which is underpinned by our Global ED&I Programme 'Different Makes a Difference' and embedded in our Environmental, Societal and Governance Framework strategy.



OUR RESULTS

GENDER PAY GAP

We understand the factors influencing the year-on-year movement in our pay gap continue to be explained by the demographics of our organisation and our industry as a whole: the disproportionate number of men to women across all levels of the career spectrum, particularly in senior roles.

The proportion of females employed overall has marginally increased since our last report, however we still don't observe enough change in the upper quartiles to make a real difference.

Our efforts to recruit more women through our successful STEM outreach and early careers pipeline are the right things to be doing. But this is slowing our progress in the shorter-term, as it further widens the pay gap between our new recruits and those on senior levels. Despite our best endeavours to develop and fast-track individuals, we recognise that it takes a long time for this to result in appointments at a senior level. Until the number of women in our talent pool increases, this will continue to be a major factor limiting our ability to quickly and significantly reduce the mean and median gender pay gaps of each of our legal entities.

That said, our largest legal entity, Atkins, saw a 7% increase in female representation at an executive level. In addition to this, over the past 12 months, 36% of all promotions have been female.

As a proportion of the total female workforce, 19% of women were promoted compared with 15% of men. We're confident that the measures we have implemented will improve gender parity in the longer term as our talent pipelines increase. We're on track to meet our global gender target of 33% by the end of 2025, and we're already working on our longer-term strategy, which will include even more ambitious targets moving forward.

GENDER BONUS PAY GAP

Our overall demographics of the organisation continue to influence our bonus pay gap results, as bonuses are awarded as a percentage of salary, and we have a higher proportion of males participating in the senior bonus plans earning higher bonuses as well as more part-time females than males earning bonuses on pro-rated salaries.

Our 2022 bonus pay gap results have also been significantly impacted by the delay in reporting our bonus awards in respect of the 2020 financial year, which were paid in April 2021. Whilst the total amount spent on bonuses was comparable to the previous year, a decision was taken in light of the challenges of Covid-19 lockdown to spread the bonus budget more widely across the organisation. This resulted in 25% more employees receiving a bonus; however, the actual amounts (average and median) were lower for both males and females. The absolute

gap between bonus awards received by males and females remained broadly stable, but the percentage gap increased.

To improve this, we've recently made enhancements to our Faithful+Gould Ltd's discretionary bonus scheme. The previous Faithful+Gould bonus scheme had restricted eligibility, which meant a higher proportion of males (49%) were eligible to participate than females (39%). Moving forward, all employees will be eligible to participate, thereby providing a fair and equitable opportunity to earn bonuses related to performance.

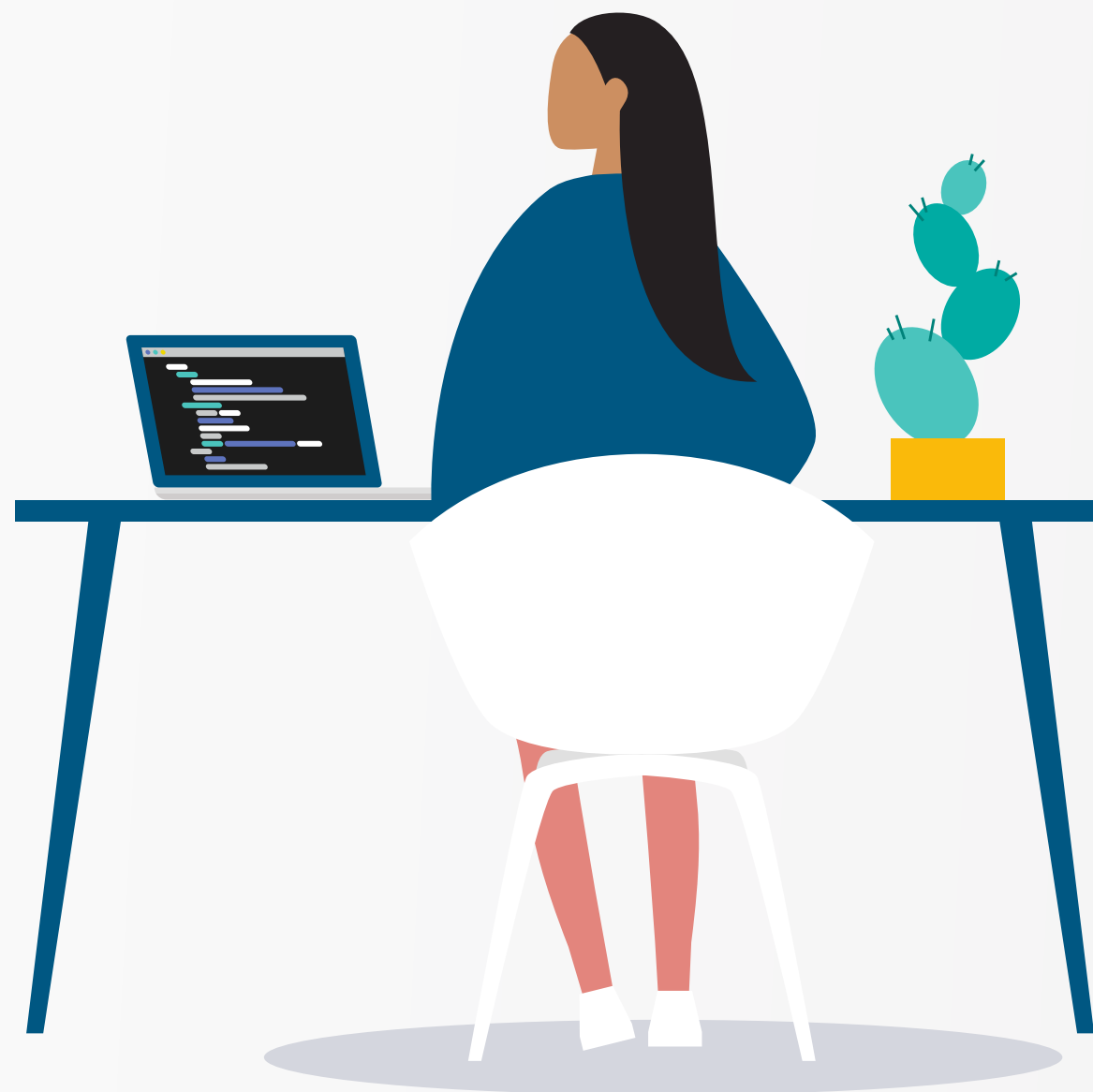
Encouragingly, we have seen a 4% increase in males working part-time since 2021, with most notable differences (+14%) in both Faithful+Gould Ltd and SNC-Lavalin Rail & Transit Ltd – it is expected that this will help close our gender bonus pay gap over the longer-term.

Our senior employees participating in our senior bonus plan continue to have a link between inclusion and diversity performance and their remuneration, specifically they are measured on how they're progressing our regional and global gender representation and around our average ED&I score in the annual employee engagement survey.

PROGRESSING OUR GLOBAL ED&I PROGRAMME

We've made great progress on delivering the individual aspects of our global ED&I programme, 'Different Makes a Difference', alongside promoting a range of activities, to ensure that ED&I becomes embedded in our ways of working and we achieve our goal of reaching Clear Assured platinum status.

Different Makes a Difference was introduced to the global business in 2021, and it sets out our commitment of creating and maintaining an inclusive culture where everyone belongs, can be their true self and can reach their full potential, supported by clear targets and activities under three key themes: **weaving ED&I into everything we do, becoming a leading voice for change and removing barriers every step of the way.**



WEAVING ED&I INTO EVERYTHING WE DO

Through our annual employee engagement VOX survey, collaborating with our employee resource groups (such as our award-winning women's professional network Empower, and ParentNet) and the feedback we received from more than 2,000 employees in our ED&I survey, we now have a better understanding of the different experiences of individuals to further develop our thinking. These findings will help us shape our strategy moving forward on how we retain talent and enhance gender diversity. We have clear gender targets, and whilst we know it won't be easy to achieve them, we're committed to leading the change.



Our new Global Workforce dashboard and ED&I portal provide us with business intelligence on diverse characteristics across areas such as recruitment, promotion, and leavers. This allows us to monitor the impact our ED&I programme is having so that we can evolve it over time. We've also been making enhancements to our internal HR system in the past year to support our activities. From this year, our employees will be able to disclose personal information such as disability and neurodiversity, gender identity, ethnic group, faith or religion and sexual orientation. This data will help us have a clear picture of our demographics, and in the longer term, allows us to identify patterns to make better decisions on where we focus our efforts.

We recognise the positive impact of active allyship in maintaining an inclusive culture and have launched a new programme to help employees on their own allyship journeys. The programme is wide-ranging and incorporates individual and team training and a toolkit for personal learning, alongside continuous discussions on the topic and promotion throughout the business. We're already seeing the impacts of this, with 91% of employees who were part of the initial allies group taking on a new activity and 100% rating themselves as 'further along' on their individual allyship journeys.

More than ever, our senior leaders have been showing visible allyship by collaborating with our employee resource groups to amplify their voices and taking part in virtual panel discussions on the role of allyship in driving change in our culture and industry as part of our annual global ED&I week.

We've also organised and run campaigns and educational activities throughout the year to promote inclusivity and psychological safety. These often focused on intersectionality, bringing our networks together to cover topics that branch between them, such as women and faith or disability and mental health. Through such events we continuously spotlight the career journeys of women in engineering as role models to others.

BECOMING A LEADING VOICE FOR CHANGE

We make strenuous efforts to attract, retain and develop women, particularly through our apprenticeship and graduate training schemes, our talent programmes, sponsoring STEM events and working with schools and charities across the UK.

Last year, we introduced non-engineering routes into the business and widened our degree requirements to enable us to reach an even more diverse talent pool. To expand our outreach in terms of locations and demographics, our work experience programme is now being delivered in three ways – through the virtual work experience programme, and the national and local work experience process – and just in the past year, nearly 900 students took part from across the country.

Our new, industry-first STEM Governors for Schools programme will see us work on a voluntary basis with primary and secondary schools across England to help promote STEM subjects and raise the profile of engineering as a career path as a direct response to the sector's skills and diversity challenges. We've made a commitment to place 44 STEM and careers governors by 2024, with a specific focus on girls' schools, schools in areas of high deprivation, and children with special educational needs and disabilities – benefitting a minimum of 18,000 under-represented learners.

After a one-year hiatus due to the Covid-19 pandemic, we're returning to this year's Big Bang Fair again. Last year, we produced an [on-demand video](#) looking at how anyone can make a difference to the world. It's been viewed over 2,000 times and is available throughout the year for teachers, home educators and parents to share with their students. This year, the event is running for three days with the goal of reaching 33,000 young people and improving the engagement that each young person has at the fair. It is also the UK's largest STEM event, where a large proportion of the students are female, and an excellent opportunity to engage students, teachers, home educators and parents.

We've also been actively collaborating with TeenTech – a UK charity that seeks to give skills and experience to children of all ages in order for them to have a fulfilling career, especially in STEM - by sponsoring and judging their yearly TeenTech Awards, as well as helping deliver 'innovation sessions' where our volunteers act as industry experts.

We are particularly proud of successes achieved by our employees. Last year, we achieved the highest level of 'societal impact' at the Women in Big Science Awards, and our internal International Women in Engineering Awards 2022, through which we received 83 nominations from across the business, acknowledged and celebrated the incredible work that our female colleagues delivered, nominated by their peers.

REMOVING BARRIERS EVERY STEP OF THE WAY

INVESTING IN OUR PEOPLE

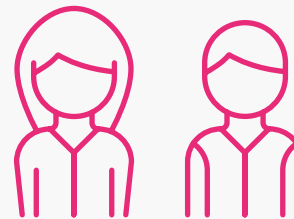
As an organisation, we want to invest in our people management and leadership behaviours with targeted learning to support our 2,500 people manager community. To upskill our people managers, we've launched a series of master classes on topics such as inclusive leadership, building resilience, talent acquisition & selection skills, performance, and reward fundamentals.

For our experienced recruitment process, we train all our hiring managers on unconscious bias and use job description toolkits to promote a structure that is more inclusive and shares our culture and benefits. Our talent and succession planning, and diverse selection panels identify female talent and ensure development plans are in place to nurture and develop more women into senior roles. We also offer individual coaching and/or mentoring in preparation for the panels, and our women's network offers on-going support, advice, and sponsorship throughout the organisation.

Our suite of learning and development programmes are designed to provide tools and techniques to cover all career stages. This includes mentoring, reverse-mentoring, sponsorship, coaching, and our highly successful Women's Development Programme (WDP) that provide possible avenues for personal development.

680

**EMPLOYEES HAVE REGISTERED
ON OUR MENTORSHIP PLATFORM**



To date, **680 EMPLOYEES** have registered on our mentorship platform of which **26%** of mentors and **43%** of mentees are female. Our WDP has been attended by over **1,200** women since its launch ten years ago with **23%** of the participants moving into new roles and having subsequently been promoted. In 2022, we also introduced our 'THRIVE' programme to target under-represented groups – focused on levelling the playing field and removing personal barriers to career progression.

HEALTH AND WELLBEING

We're committed to the wellbeing of our people by putting tools, services and resources in place to help them move beyond reactive care towards early intervention and ultimately preventative health. Our Wellness Framework outlines the four pillars of focus: physical, emotional, financial and social wellbeing. Our dedicated wellbeing hub is our one-stop-shop for resources and support that is updated on a regular basis with the latest resources.

We want to provide an environment where employees wishing to start a family feel encouraged and supported to do so and are able to balance their work commitments with growing their family. To do this, we've provided additional flexibility to our family leave arrangements:

- Our company maternity and adoption pay has been increased to 26 weeks' full pay.
- Our partner leave has been enhanced to four weeks' full pay. Parents have the option to transfer up to four weeks' full pay to support a planned period of shared parental leave.
- Our one-off maternity return to work bonus is available to all colleagues in the UK.

We have also reduced the length of service requirement to access these benefits to apply to those who have six months' service at the qualifying week (according to the MATB1 certificate).

To enhance our 'Returners from Family Leave' programme – aimed at helping working parents achieve a healthy balance between the demands of work and family life and help improve their confidence following a period of absence from work – we've introduced our 'Parental Buddy' scheme. Instigated by our employee-run ParentNet, 'buddies' with a range of parenting experiences have been trained to be available to support their colleagues at all stages of pregnancy, during any type of family leave and/or post-leave/returning to work. Our disability and neurodiversity networks also help those with care giving responsibilities.

To provide further support, we've been putting the spotlight on our flexible working policies, which are available to everyone to access. This has included educating employees on all their available options and the many ways in which they can work flexibly to balance work and home life. We have seen an increase of 66% in the number of colleagues working flexibly as a result.

Our menopause network has continued to educate and support employees by providing regular learning sessions on various topics related to menopause such as bone health and managing weight. Their virtual events are regularly attended by employees of all gender, and their face-to-face and virtual monthly coffee stop events provide a safe space to share, listen and provide

support. The network has also recently been recognised at the National Highways Industry Awards for their outstanding contribution to health and wellbeing, and after signing the Menopause at Work Pledge last year, we're on our way to achieving Menopause Friendly Accreditation with Henpicked - one of the UK's largest, fastest-growing websites for women.

We're proud to be one of the first engineering design consultancies under 'manufacturing and engineering' companies in the UK to be recognised as a [Disability Confident Leader](#). This achievement will help us recruit and retain great people; draw from the widest possible pool of talent; secure high-quality employees who are skilled, loyal and hardworking; and improve employee morale and commitment by demonstrating that we treat all of our people fairly.



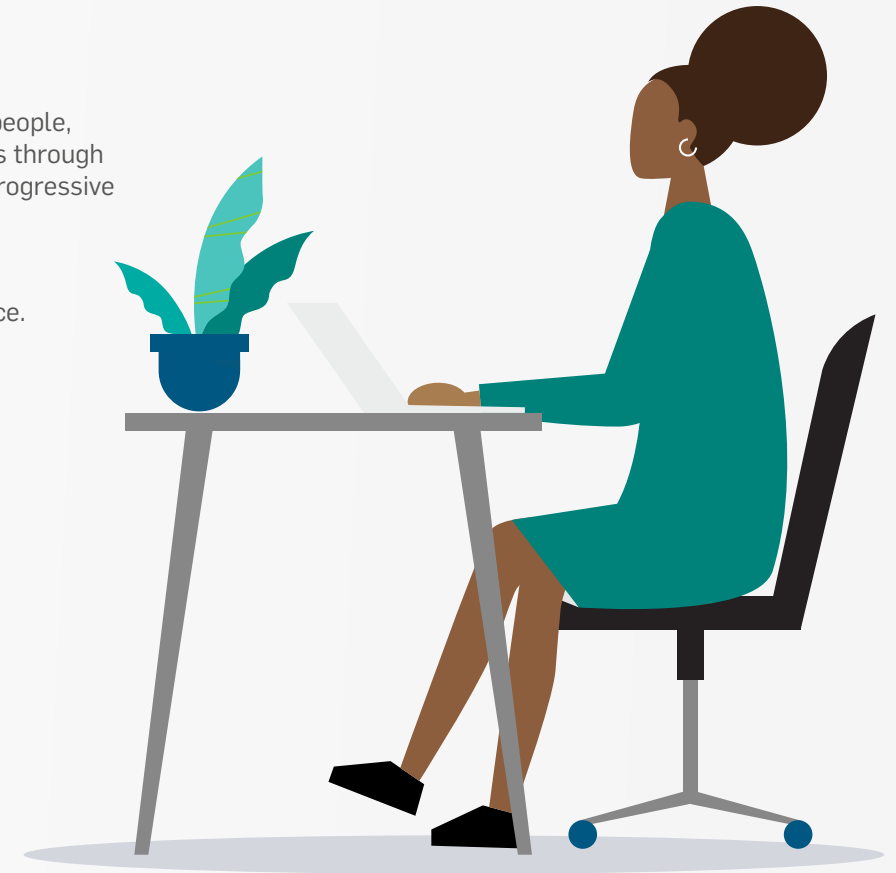
CREATING AN INCLUSIVE CULTURE: TANGIBLE ACTIONS AND CLEAR TARGETS

As set out in our global ED&I Programme 'Different Makes a Difference', we continue to focus on creating and maintaining an inclusive culture where everyone belongs, can be their true self and can reach their full potential.

We know that tackling gender imbalance and making long-lasting impact can only be achieved by opening up new opportunities, widening our talent pool, retaining talent by removing barriers to progression, and providing personal and professional support throughout entire careers.

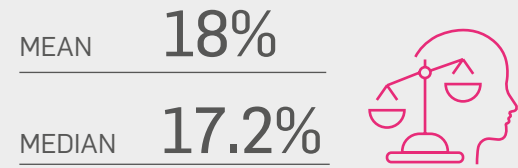
As a result of having access to more employee data and understanding more about the lived experiences of our people, we believe we're on the right track to achieve our targets through our signature learning and development programmes, progressive policies and procedures and employee resource groups.

Our gender pay gap results will continue to fluctuate year-on-year as we seek to address the gender imbalance. However, we have clear targets and continue to make positive progress. As an organisation, we're confident we're heading in the right direction to help tackle one of the most significant challenges facing our industry.



OUR RESULTS AT A GLANCE: ATKINS LIMITED

Gender pay gap analysis



The **mean pay** of men is **18% higher** than that of women

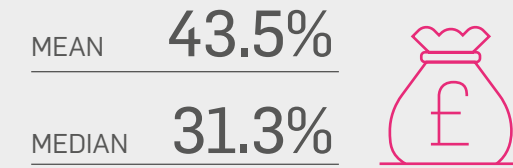
The **median pay** of men is **17.2% higher** than that of women

Proportion of staff receiving a bonus



60% of all **women** and **59%** of all **men** received a bonus

With a bonus gap of

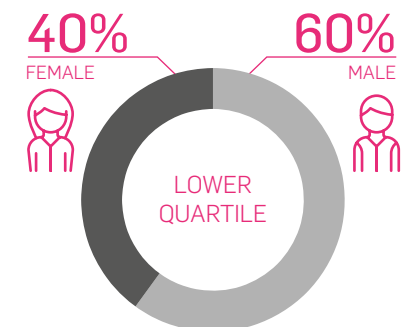
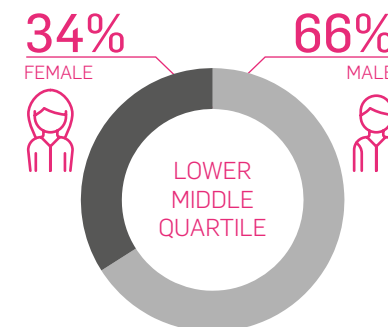
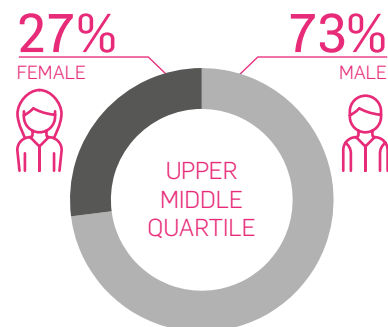
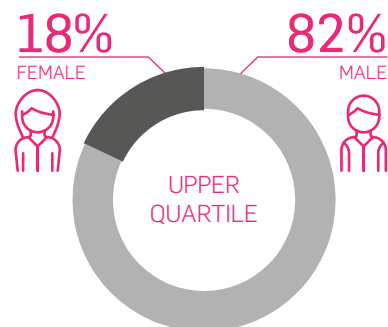


The **mean bonus** pay of men is **43.5% higher** than that of women

The **median bonus pay** of men is **31.3% higher** than that of women

Proportion of employees in each pay quartile

Quartiles represent the pay rates from the lowest to the highest for our UK employees, split into four equal sized groups with the percentage of men and women in each quartile.



OUR RESULTS AT A GLANCE: **FAITHFUL+GOULD LIMITED**

Gender pay gap analysis

MEAN **21.5%**

MEDIAN **21%**



The **mean pay** of men is **21.5% higher** than that of women

The **median pay** of men is **21% higher** than that of women

Proportion of staff receiving a bonus

62%
PROPORTION
OF **FEMALES**



66%
PROPORTION
OF **MALES**



62% of all **women** and **66%** of all **men** received a bonus

With a bonus gap of

MEAN **52.1%**

MEDIAN **59.6%**

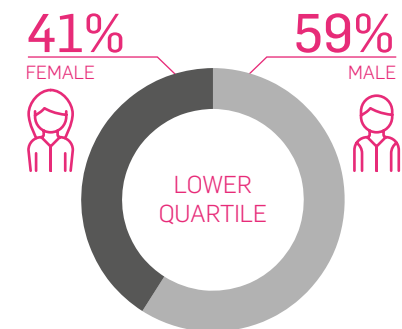
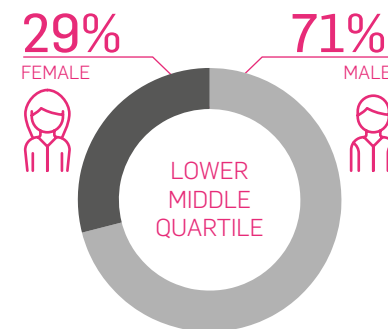
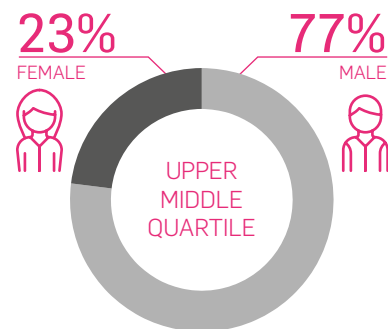
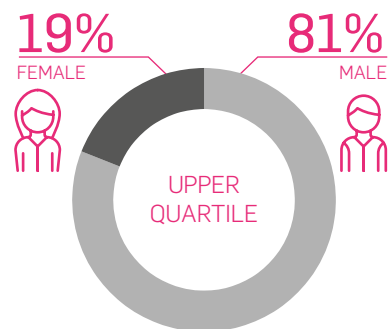


The **mean bonus** pay of men is **52.1% higher** than that of women

The **median bonus pay** of men is **59.6% higher** than that of women

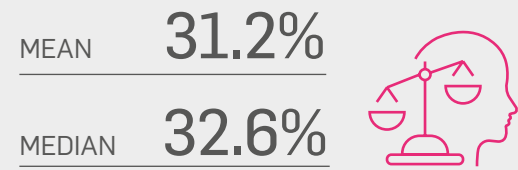
Proportion of employees in each pay quartile

Quartiles represent the pay rates from the lowest to the highest for our UK employees, split into four equal sized groups with the percentage of men and women in each quartile.



OUR RESULTS AT A GLANCE: SNC-LAVALIN RAIL & TRANSIT LIMITED

Gender pay gap analysis



The **mean pay** of men is **31.2% higher** than that of women

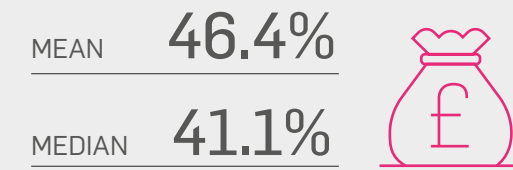
The **median pay** of men is **32.6% higher** than that of women

Proportion of staff receiving a bonus



75% of all **women** and **78%** of all **men** received a bonus

With a bonus gap of

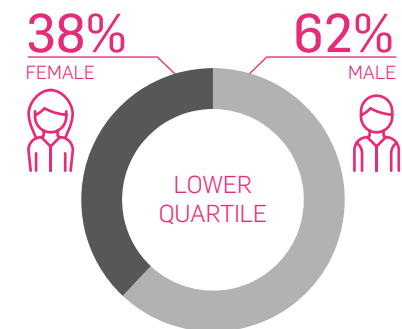
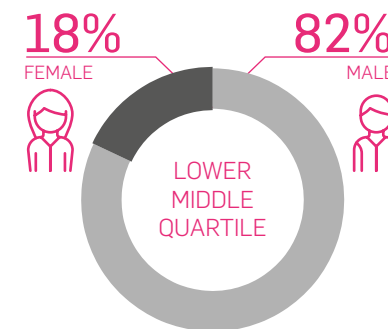
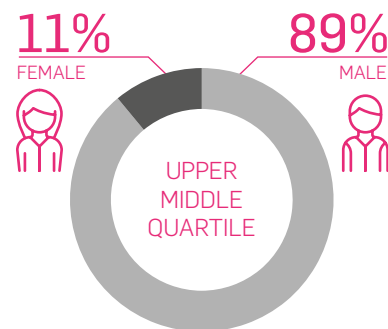
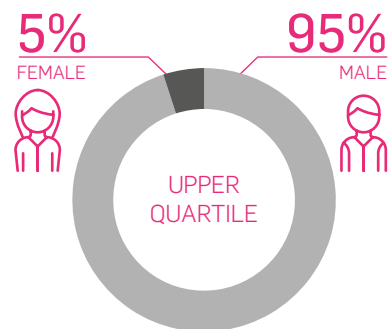


The **mean bonus pay** of men is **46.4% higher** than that of women

The **median bonus pay** of men is **41.1% higher** than that of women

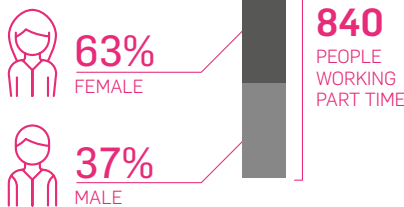
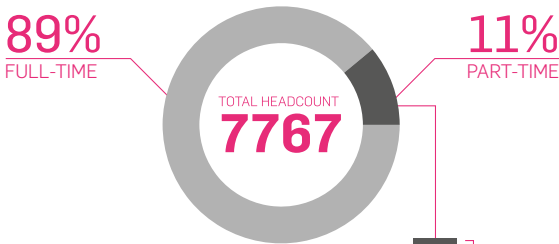
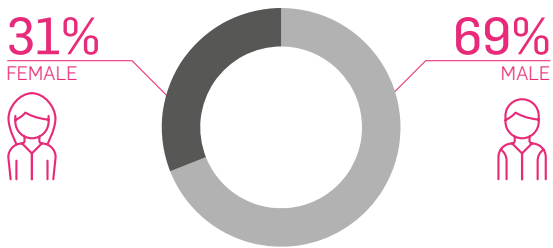
Proportion of employees in each pay quartile

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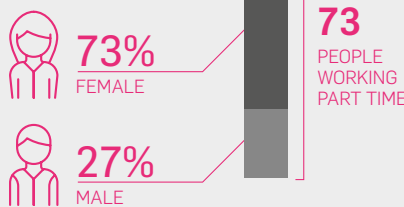
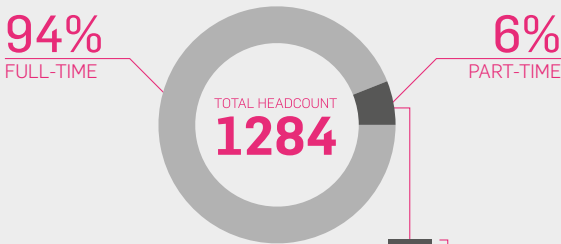
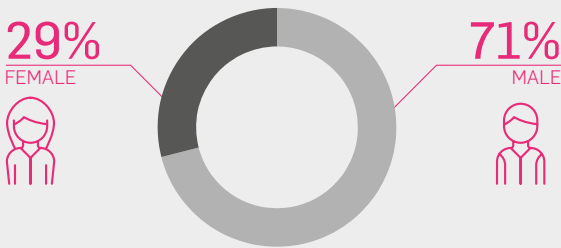


DEMOGRAPHICS OF OUR ORGANISATION

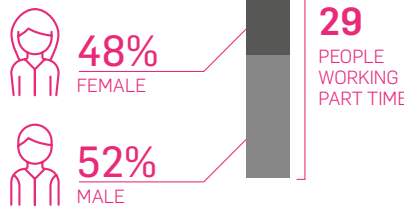
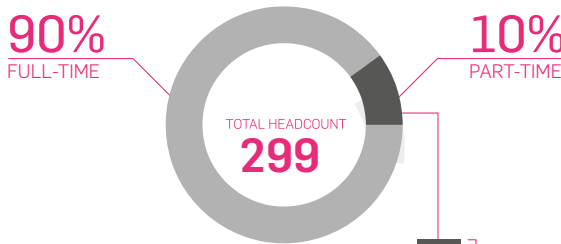
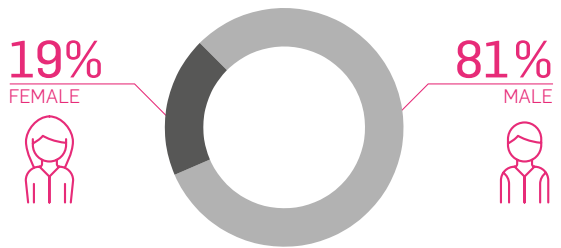
Atkins Limited



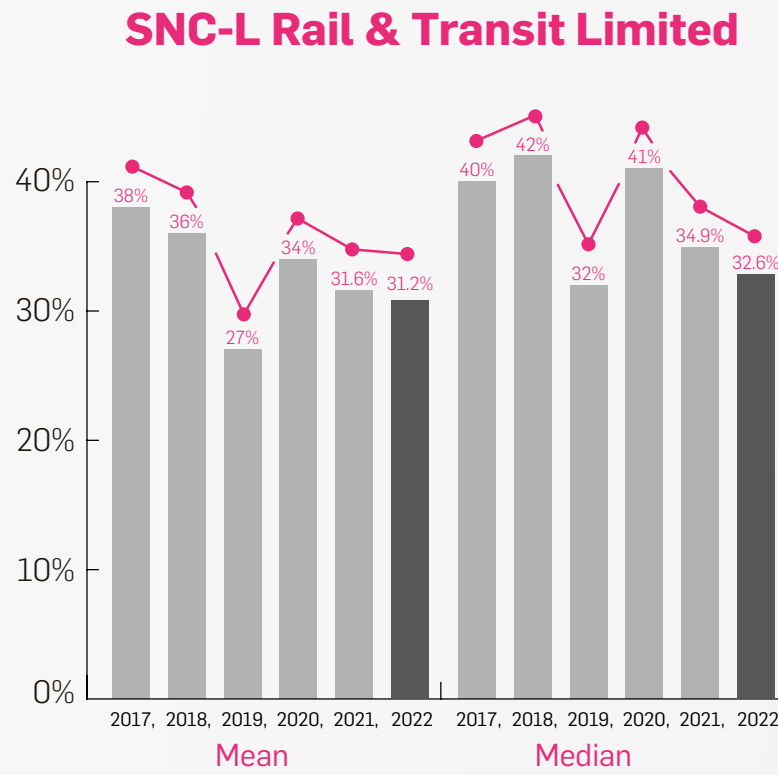
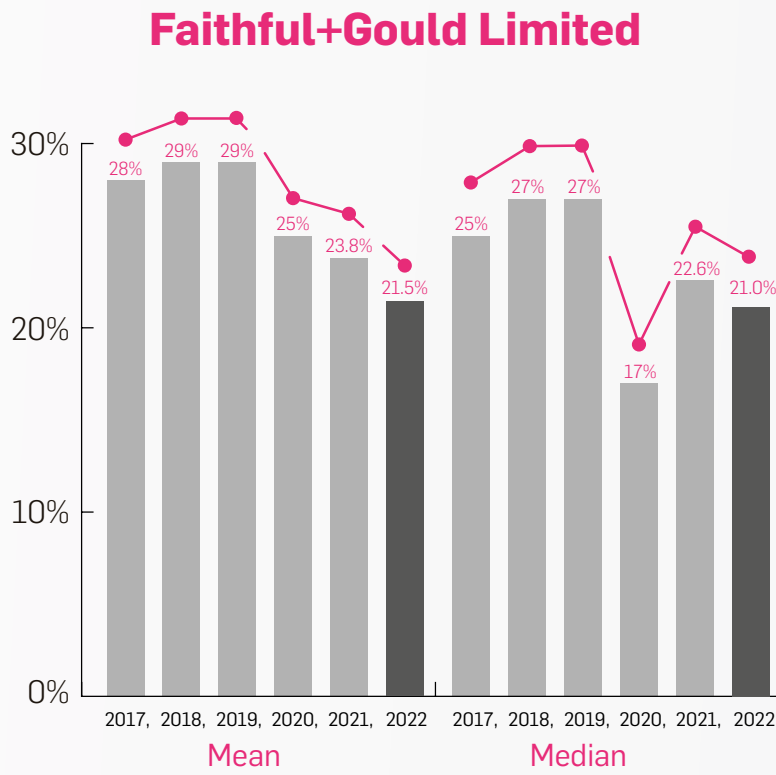
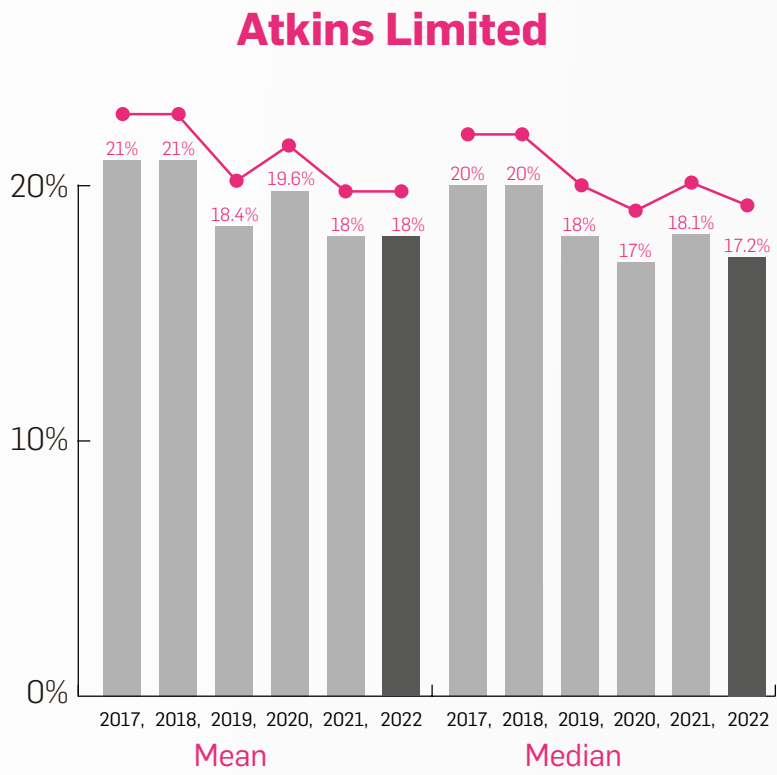
Faithful+Gould Limited



SNC-L Rail & Transit Limited



YEAR ON YEAR PROGRESS IN CLOSING OUR GENDER PAY GAP



DIFFERENT MAKES A DIFFERENCE

We're not all the same, and that's our greatest strength. Different views and opinions enhance our ability to provide value-added performance and better services. That's why we believe... Different makes a difference.



SNC • LAVALIN

ATKINS

FAITHFUL+GOULD

Members of the SNC-Lavalin Group