

This gender pay gap report is based on a snapshot from April 2024 salary data.

About the gender pay gap report

The gender pay gap is not the same as equal pay. The gender pay gap measures the difference between men and women's actual average earnings. This is the amount of people's salary after any salary sacrifice deductions, but before tax and national insurance is calculated. The data does not take into account the different types of roles, grades or working hours; it is just based on what people actually earn.

What we need to report

1. The percentage of men and women in each hourly pay quarter [4 equally-sized groups, ranked from highest to lowest hourly pay];
2. The mean (average) gender pay gap for hourly pay;
3. The median (middle) gender pay gap for hourly pay;
4. The percentage of men and women who received bonus pay;
5. The mean gender pay gap for bonus pay; and
6. The median gender pay gap for bonus pay.

Some engineering statistics within the UK

According to research by **EngineeringUK**, in 2023 there were 6.3 million people working in engineering and technology occupations, accounting for 19.2% of the UK workforce. The number of women working in engineering and tech dropped by 38,000 from 16.5% of the 2022 workforce to 15.7% of the 2023 workforce, indicating that women are not being retained.

Our results

It is evident that engineering is a more male dominated industry. Hydrock's results differ quite significantly from those referenced by EngineeringUK, with a gender ratio of 30.79% female and 69.21% male [April 2024].

That said, we are pleased to report that our 2024 results compared to 2023 results show Hydrock's mean pay gap has narrowed from 27.9% to 24.8%. Our mean bonus pay gap also narrowed from 55.3% to 51.5%.

What has Hydrock done to help close the gap?

- » Our Talent Acquisition Team has focused on attracting more applications for senior roles from women. As a result, we have increased the numbers of women in Senior, Principal, Associate and Director roles across the business, compared to last year

- » We have created more diverse interview panels, especially for senior level roles, to ensure fairer representation and balanced decision making
- » We carried out a Pay Equity exercise during the salary review processes in October 2023 and April 2024, to identify and address anomalies and to ensure fairer decision making across all grades and disciplines
- » The People Team has provided active support for maternity/paternity leavers/returners to ensure a smooth transition back to work, taking new family commitments into consideration
- » Our STEM activities continue to have a great impact and are helping us attract more females into engineering careers
- » We continue to ensure a good balance of new recruits through apprentice and graduate routes

What's next?

The aforementioned focus areas are just some of the initiatives we have carried out. There is still a lot of work to be done and we will soon be able to access support and resources from Stantec to help us on our journey.

This will be the final gender pay gap report published as Hydrock before integrating more fully with Stantec in 2025.

How do we compare to Stantec?

In 2023 Stantec's mean pay gap was 15.9%, which decreased from 16.9% in 2022. Their mean bonus pay gap also decreased from 20.5% to 18.3%.

Stantec is focussed on building inclusive, accessible and enduring gender pay improvement. The business continues to improve and reinforce policies that embed inclusivity throughout their current business and those, like Hydrock, that join them.

Stantec has a robust pay review process and specifically analyse the distribution of women across quartiles and their progression year on year. They also offer a bonus scheme, which is only open to senior levels, where the proportion of women is lower. A key goal is to support more women to progress to higher levels in the organisation, by enriching and championing their inclusive culture, and through career coaching and sponsorship programmes. Furthermore, a discretionary bonus programme for more junior career levels is also available.

To help increase the number of women in Stantec's talent pool, they provide resources to promote STEAM (science, technology, engineering, arts and maths) education, alongside supporting multiple female-focused engineering associations.

If you have any questions regarding this report, please contact PeopleTeam@hydrock.com.

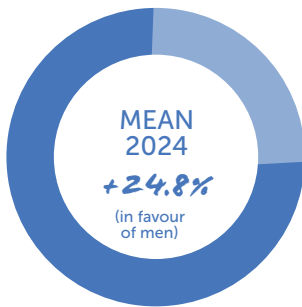
GENDER SPLIT IN PAY QUANTILES

OVER THE LAST 3 YEARS

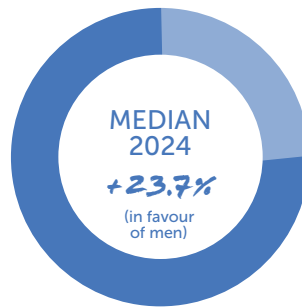
	LOWER		LOWER MIDDLE		UPPER MIDDLE		UPPER	
	Male	Female	Male	Female	Male	Female	Male	Female
2024	57%	43%	58%	42%	76%	24%	86%	14%
2023	53%	47%	63%	37%	78%	22%	88%	12%
2022	62%	38%	61%	39%	76%	24%	88%	12%

GENDER PAY GAP

% DIFFERENCE IN AVERAGE HOURLY RATE



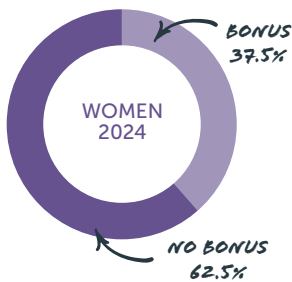
MEAN 2023 **+27.9%**
MEAN 2022 **+24%**



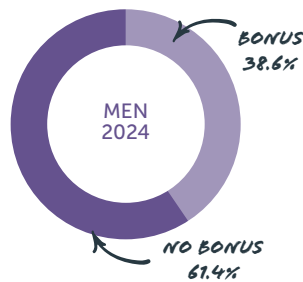
MEDIAN 2023 **+24.6%**
MEDIAN 2022 **+22.2%**

GENDER SPLIT IN EMPLOYEES RECEIVING BONUSES

PROPORTION OF EMPLOYEES RECEIVING A BONUS

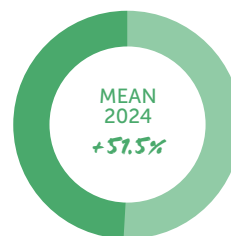


WOMEN 2023 **46.3%**
WOMEN 2022 **27.2%**

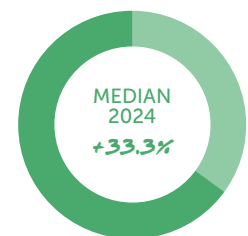


MEN 2023 **51%**
MEN 2022 **28.2%**

% DIFFERENCE IN AVERAGE BONUS PAYMENTS



MEAN 2023 **+55.3%**
MEAN 2022 **+46.8%**



MEDIAN 2023 **+33.3%**
MEDIAN 2022 **+42.9%**