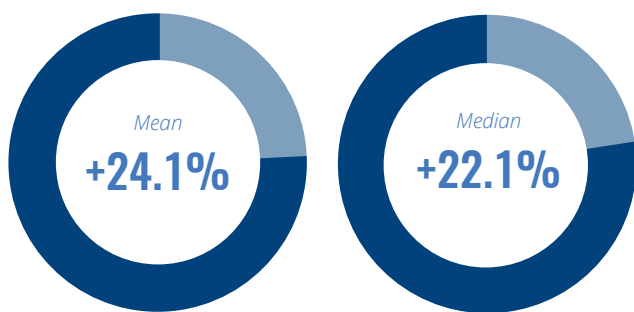


Gender Pay Gap Report

Under regulations introduced by the UK Government in 2017, and as an employer with over 250 staff as of 5th April 2017, this is Hydrock's gender pay gap analysis.

Overall pay gap

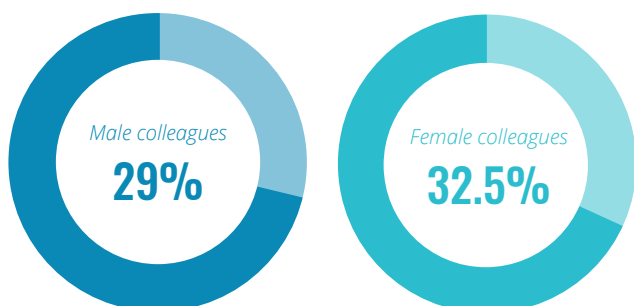
Based on salary data from 5th April 2017, this is the difference in pay between men and women:



The **mean** (or average) is the difference between the mean organisational hourly rate of pay for males and the mean organisational hourly rate of pay for females based on the sum of all hourly rates divided by the number of relevant employees.

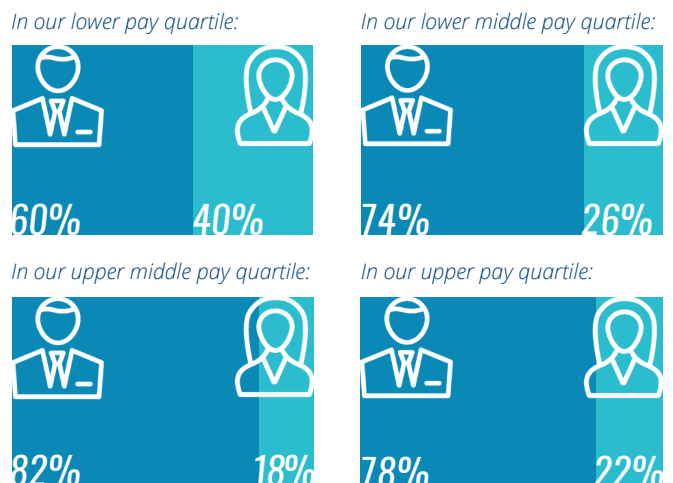
The **median** figure is the difference between the middle figure when the hourly rate of all male employees is listed in ascending order, and compared to a similar listing for all female employees.

Proportion of employees receiving bonus pay



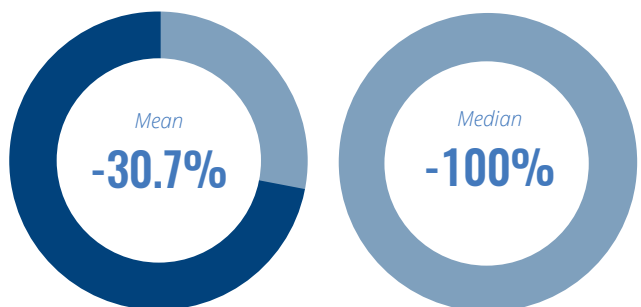
Gender profile by pay quartiles

This illustrates the gender distribution across our business in four equal size quartiles.



Bonus gap

This is the difference in bonuses between men and women:



The **mean** (or average) is the difference between the mean bonus payment for males and the mean bonus payment for females based on the sum of all bonus pay paid during the relevant period divided by the number of relevant employees.

The **median** figure is the difference between the middle figure when the bonus payments paid in the relevant period to all male employees are listed in ascending order, and compared to a similar listing for all female employees.

The relevant period is the 12 months from 6th April 2016 to 5th April 2017.



Understanding the gap

Our pay gap and our gender profile by pay quartile is broadly representative of many businesses operating in the engineering and construction sector.

It is well documented that our sector has traditionally attracted more men than women with the consequence that there are now more men than women across all quartiles. Hydrock's gender profile is not uncommon in this respect.

Our female employees were rewarded more substantially than their male counterparts with respect to bonus payments. This is a notable statistic and the contribution made by our female staff is clearly placed in high regard.

Pictured, left: At our head office, Hydrock hosted local school children for a workshop to explore careers in engineering on International Women in Engineering Day in 2017.

How are we addressing the gap?

Hydrock remains committed to selecting the right person for every role in our business, irrespective of individual characteristics.

Reflecting our well-established values, we respect the capabilities of every individual who seeks to join our business or is employed by us. Their gender or any other aspect of their individual characteristics is of no relevance to the opportunities and rewards that are available to them – this is an approach led and endorsed from the top, by our leadership board and divisional directors.

We recognise that our sector has traditionally attracted a greater number of male employees. As a consequence, we are actively encouraging interest in STEM subjects at schools that are located close to our main office locations. Our approach is to run sessions that explore the variety of activities that make-up a career in engineering, including understanding the importance of networking, communication skills and IT literacy. Our approach is aimed at helping children, and in particular female students, to understand how creative and influential a career in the world of engineering can be to the world around us.

By focusing on future generations, and inspiring them, we are seeking to address the natural gaps that our business and the sector as a whole, currently faces.

Dr Brian McConnell
Group Managing Director

Hugh Stewart
Human Resources Director