

Pell Frischmann

Gender Pay Report

Gender balance is a longstanding challenge in engineering, and one that must be overcome with urgency. When Pell Frischmann reported its gender pay gap last year, we set out our action plan for improving the pay gap within our company. We are pleased to report this year that the action plan is delivering a reduced pay gap.

The Pay Gap

While Pell Frischmann achieves Equal Pay – the concept that men and women doing the same job should be paid the same wage – 2017 saw us report a significant gender pay gap that we set about trying to understand and address.

Since then, Pell Frischmann has increased the number of women in our business to 142, ranging from director to graduate levels. New formal training programmes for career development have been rolled out, as has the formalisation of our new graduate programme.

As a consequence of our progress we have seen a notable change in the Gender Pay Gap within Pell Frischmann, with both mean and median average pay gaps falling.

Difference between men and women (whole workforce) in %

	Mean	Median
Hourly Pay 2017 gap	45.8%	40.4%
Hourly Pay 2018 gap	37.88%	36.11%
Bonuses 2017 gap	62.5%	78.2%
Bonuses 2018 gap	48.15%	-32.21%*

**Represents a higher median bonus for women than men*

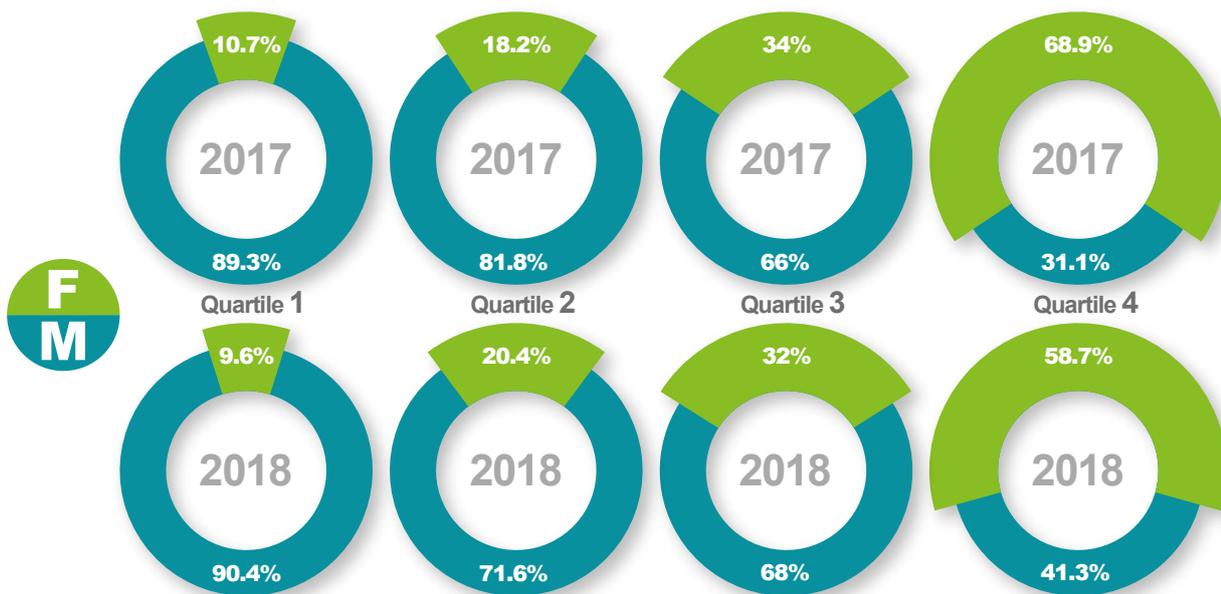
This progress represents a first step for Pell Frischmann in reducing the pay gap. In line with our action plan issued last year, we have introduced greater support to help women progress their careers within our business that will continue over the long term. But understanding the nature of the challenge remains key to further progress.

In particular, last year's Gender Pay Report found a significant imbalance in the proportion of women in the lowest paid roles in the company. Upon examination, this partly reflected an unintended consequence of other relative successes that had to be built on.

Building on success

Pell Frischmann has successfully raised the proportion of female graduates within the business to twice the sector average. Unfortunately, this had the consequence of raising the number of women at the start of their careers and thus on below average pay for the company as a whole. Likewise, the high number of women who felt able to take family leave (relative to male staff) was positive, though it raised questions about why few men took extended family leave.

To address this, our action plan focused on support for women in the business to move up in their careers, we launched a new formal graduate programme to help secure Engineer status within three years, and we have formalised a gender-blind approach to family leave and other wellbeing benefits.



Plan of Action!

To mark progress made and new insights that have emerged, we are updating the plan of action accordingly.

1 Build on success

- Continue attracting graduates into our formal development programme.
- Successful achievement of equal Pay must be maintained and continuously monitored.

2 Ongoing support

- Monitor the success of our formal graduate programme at achieving engineer status.
- Continue to develop and progress female employees into senior positions.
- Build on the diversity reflected at the most senior level of the business, with senior female executives supporting the development process as role models for all levels.

3 Parental Leave

- Examine further why parental leave is disproportionately taken by women.
- Promote greater awareness of wellbeing policies regarding family leave, and demonstrate that this will never hinder a return to work or career progression.
- Continue to assess our incentives and culture surrounding parental leave reinforce a gender-blind approach to household choices.