



GENDER PAY GAP REPORT 2022

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FOREWORD

This is our second gender pay gap report and whilst the numbers show some marginal improvements from the previous year, the challenge remains as large as ever.



Steve Swindell, Managing Director

This report continues to reflect the issue of representation of females throughout our business particularly in the most senior roles. However, I am pleased to say that in the past year the awareness of this challenge has increased dramatically, and actions to address this are now firmly grounded in leadership goals and objectives.

Last year we set out clear and concise ambitions, a 50/50 female/male graduate intake across all divisions, increasing the percentage of women to make up at least 30% of our business at all levels, halving our gender pay gap and making it possible for project managers to work part-time. These ambitions remain relevant to our business today and we are now taking positive actions to contribute to closing our gender pay gap.

These include:

- Leadership commitment;
- Training and awareness programmes;
- Promotion of hybrid and flexible working;
- Significant enhancement of parental leave policies;
- Engaging with employee resources groups to

improve female inclusion across our employee experience; and

- Increasing external networking and ensuring we learn from external expertise.

One of the key goals is to speed up the response time to data we garner to promote faster action. We therefore aim to publish the next gender pay gap report at least six months in advance of the statutory requirements.

“We know that an inclusive and diverse environment fosters creativity and innovation, which improves decision making through clever thinking.”

Ultimately, I want Xodus to be a company that attracts the best talent with an environment where we can all belong and succeed.



WHAT IS THE GENDER PAY GAP?

All UK organisations employing 250 or more people are required to prepare an annual report on their gender pay gap.

Employing 293 people on the 'snapshot' date, Xodus meets this criterion and are therefore required to report and publish our gender pay gap.

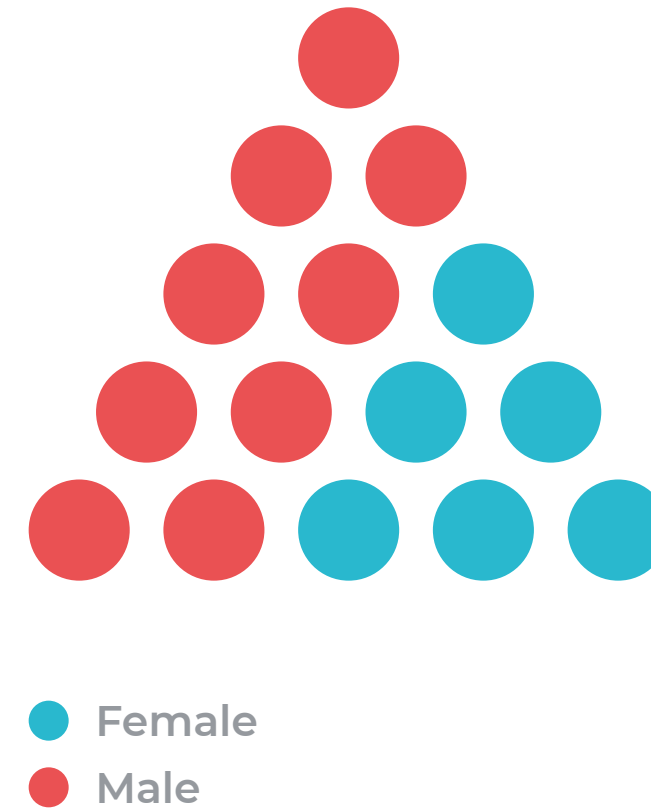


EQUAL PAY VS GENDER PAY GAP

It is important to note that equal pay and the gender pay gap are different.

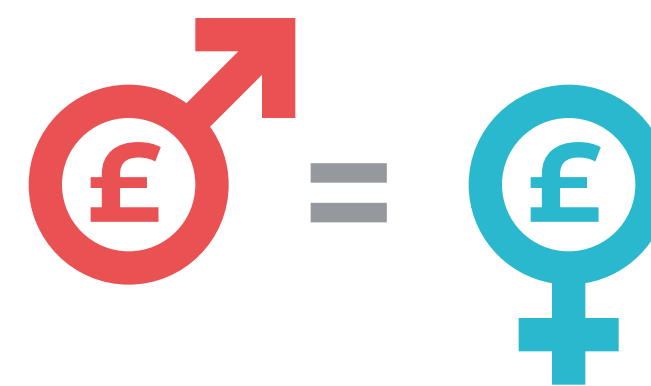
The gender pay gap is the difference between the gross hourly earnings for all males and the gross hourly earnings for all females of UK employees in Xodus, irrespective of their role or seniority. It is expressed as a percentage of males earnings. Therefore, the gender pay gap is a reflection of the workforce profile of males and females.

Equal pay is the legal requirement for males and females to be paid the same for performing the same or similar work. At Xodus we provide equal pay to men and women in the same roles, and we closely monitor and review all recruitment and pay decisions we make.



Gender Pay Gap

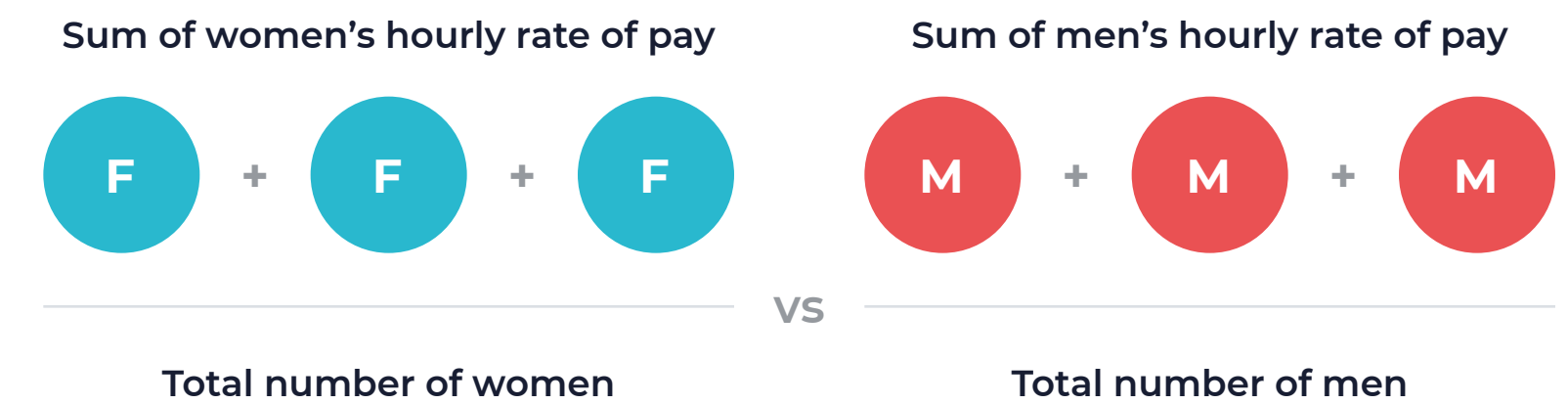
Men are more likely to be in senior roles resulting in the gender pay gap.



Equal Pay Comparison

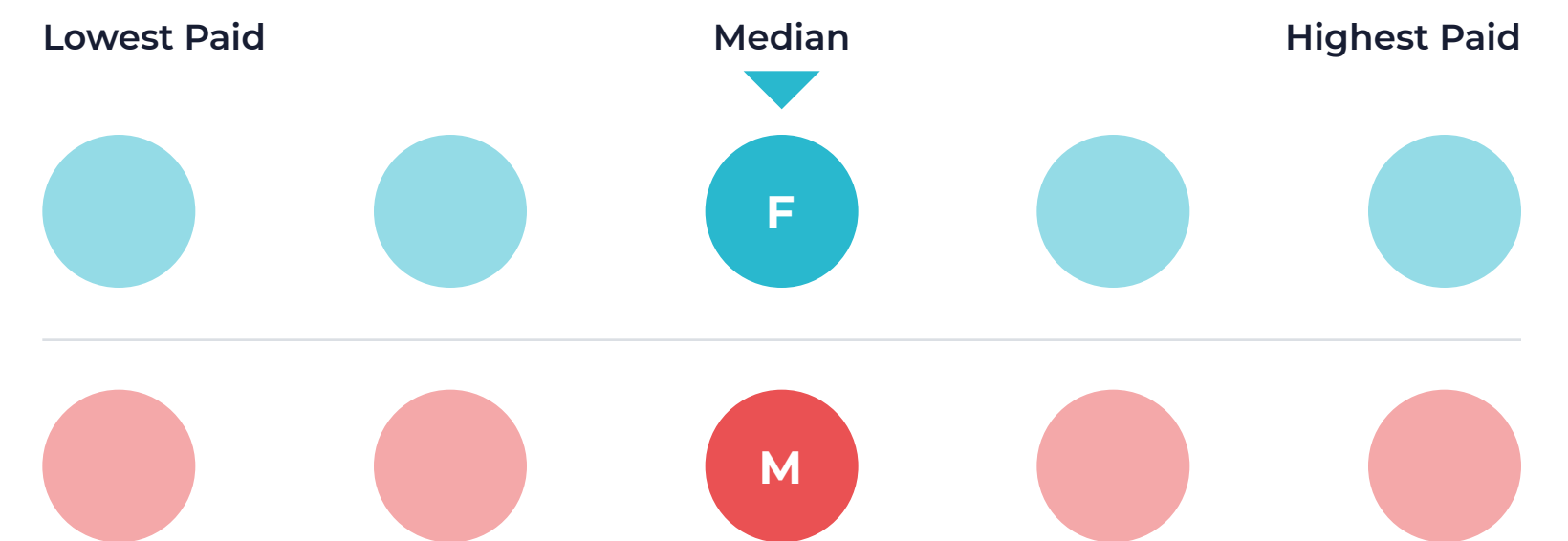
Mean Calculation

The mean figure is the total of wages added together divided by number of employees. The mean gap is calculated by the difference between female and male mean wages.



Median Calculation

The median figure is the middle between lowest and highest wages. The median gap is calculated by the difference between the middle of the female and male wages.





IN NUMBERS

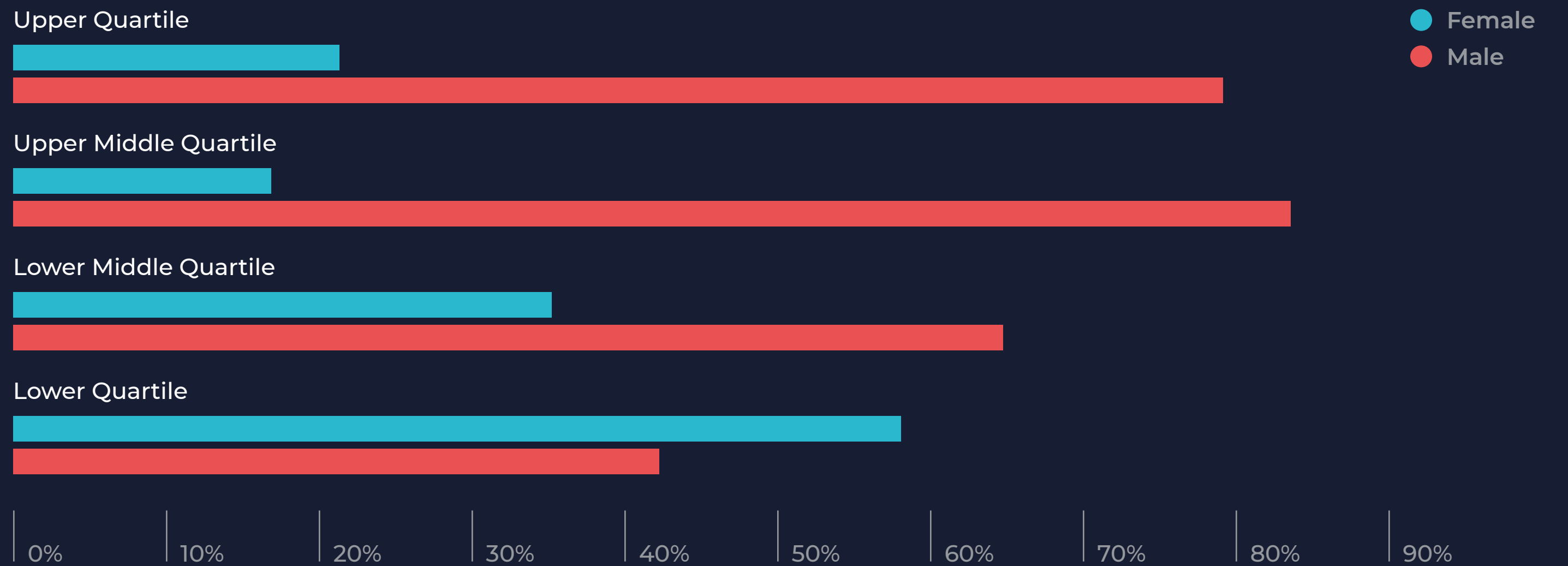
Of our 293 relevant employees, one third are female.



33%



67%

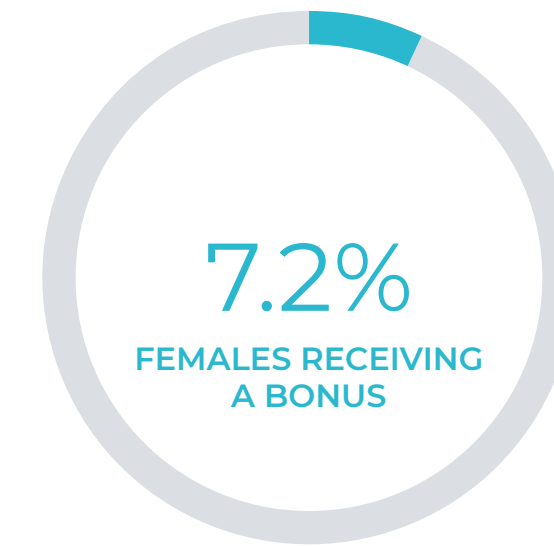
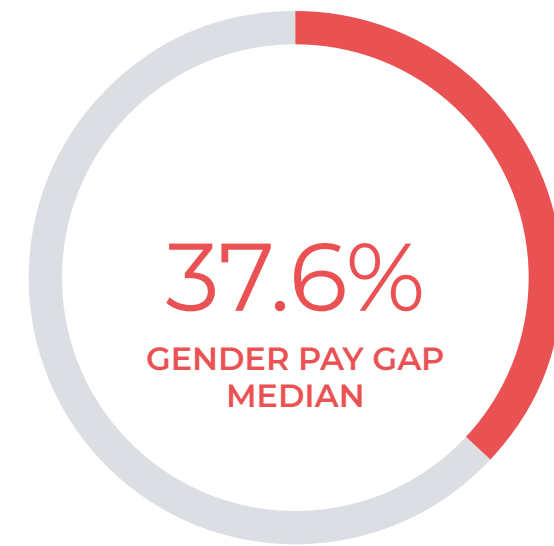


Percentage of employees in pay quartiles

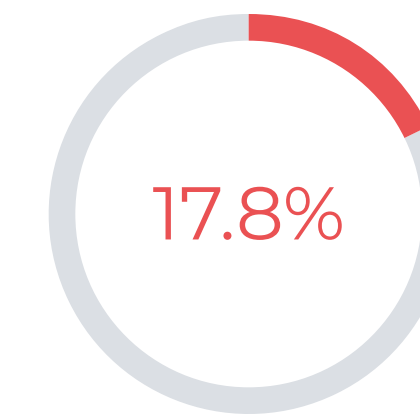
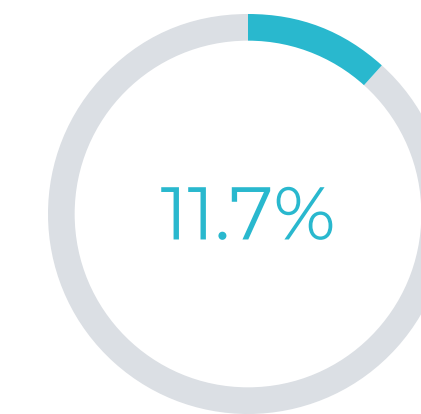
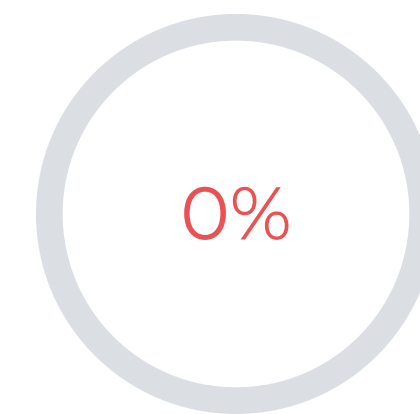
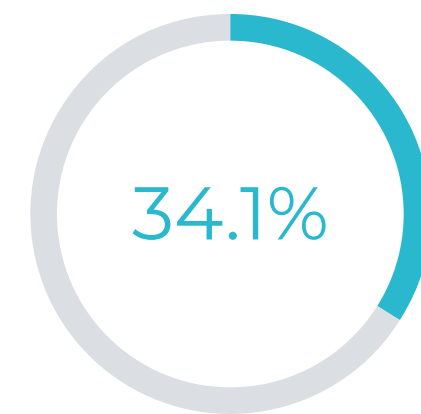
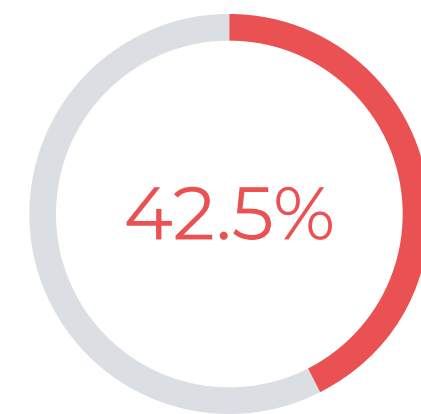
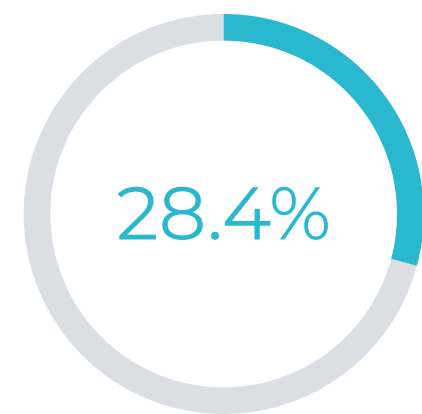
This data shows that the female population is mostly distributed across the two lower quartiles. This clearly shows that females proportionately hold fewer senior positions than males within the company.



2021



2020



The gender pay gap

The data shows that the female population of employees has lower average earnings than the male population of employees.

The bonus pay gap

The data shows the average female receives lower bonus pay than males. The bonus paid in the 12 month period prior to the snapshot date includes project bonuses and Xcellence awards*. The senior management bonus did not pay out in the snapshot year.

*The Xcellence award scheme allows colleagues to recognise their peers for excellence in behaviours and achievements that are beyond what is normally expected. In the snapshot year they were awarded to recognised personnel every 4-6 weeks.

Percentage receiving bonus pay

This is calculated by evaluating the number of bonuses paid to males and females against the total population of each gender. This data shows that male employees are more likely to receive a bonus payment compared to female employees.



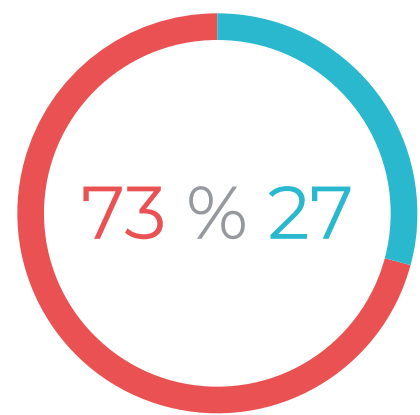
OUR AMBITIONS

Female
Male

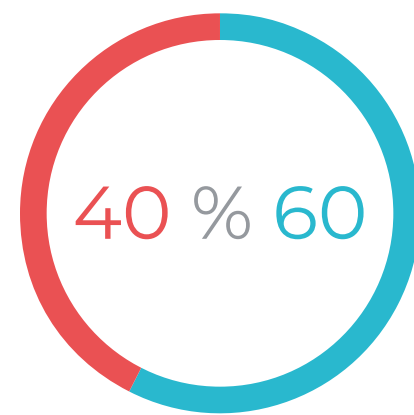
We aim to achieve the following by 2025:



We will have a 50/50 female/male graduate intake across all divisions.



Graduates at 6th April 2021

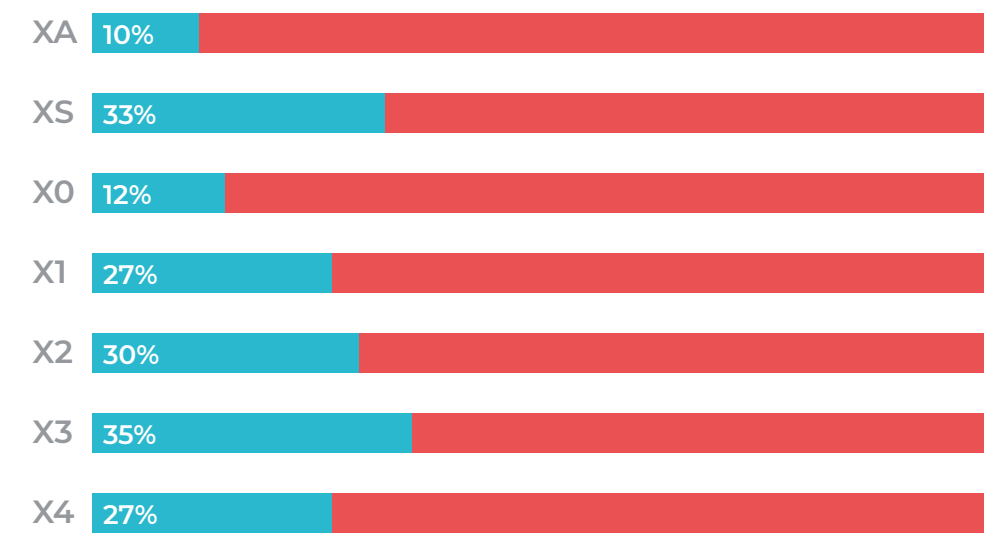


Graduate intake snapshot year

We have seen an improvement in this area. However, the pandemic has impacted graduate hiring compared to previous years.



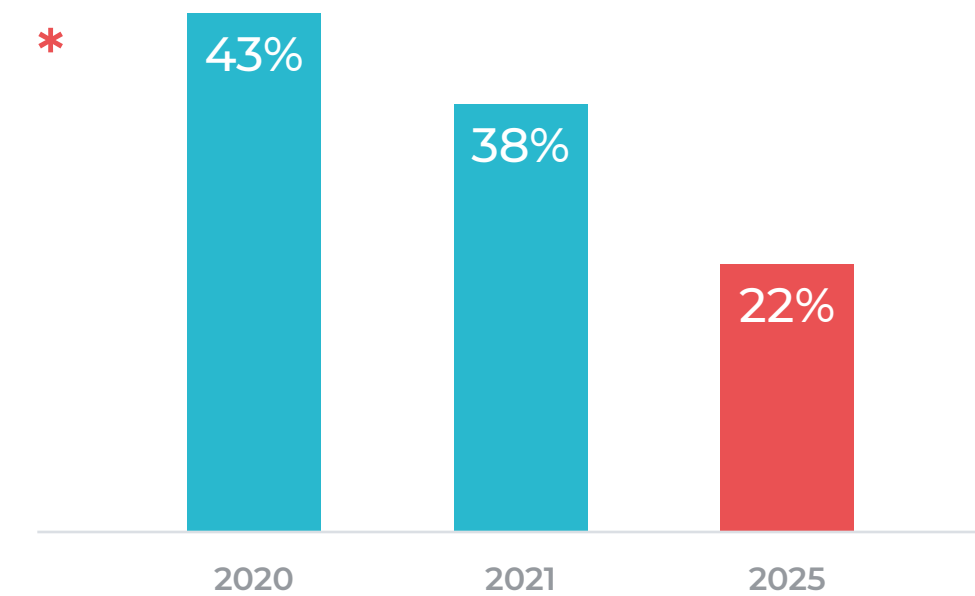
Women will make up at least 30% of our business at all levels.



Progress has been made but more work is required at senior grades (XA, X0). This is a key focus for our leadership team.

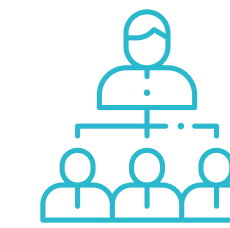


We will halve our gender pay gap.

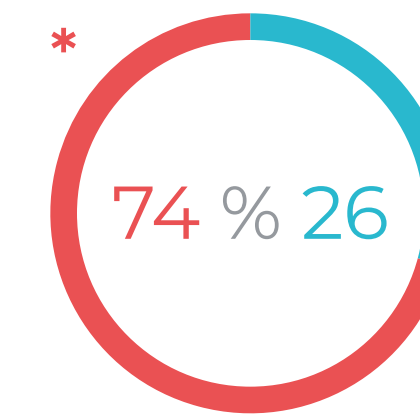


Our median gender pay gap has reduced by 4.9%. It's too early to reflect actions underway this year but does reflect the salary spread for gender adjusted in favour of females.

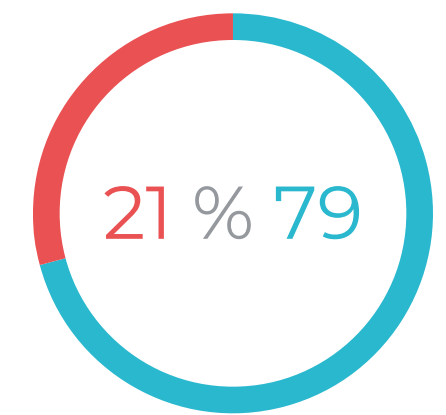
*Median gender pay gap



We will make it possible for project managers to work part time.



Full Time



Part Time

We are committed to hybrid and flexible working for all employees. We will launch a new policy this year to support this.

*Entire workforce, not just the population of PMs



ADDRESSING OUR GENDER PAY GAP

Reasons for Our Gender Pay Gap

The reasons for our gender pay gap are the same as those set out in our first gender pay gap report in 2020.

1. The under presentation of females in the energy industry which is reflected in our technical grades
2. The uneven distribution of females across grades and in senior technical and leadership positions in our business

Addressing our Gender Pay Gap

Since publishing our first gender pay gap last year, Xodus has been on the journey necessary to address the underlying factors affecting gender equity and female inclusion in our organisation. We have improved our female graduate recruitment and are on track to having 30% female representation at five of our grades. However, there is still work to do at our top two grades. Our median gender pay gap has reduced by 4.9 percentage points. We have also seen an increase in part-time working from 8 to 12% of employees.

Addressing the gender pay gap and improving our gender balance is a key part of our diversity and inclusion ambitions and journey with female inclusion as a key focus area for 2022. We have leadership support for our gender performance ambitions and commitment to taking demonstrable actions to deliver on these aspirations.

We know awareness and understanding of diversity and inclusion is fundamental to enabling people to thrive, achieve and to foster a culture of equity. Xodus has therefore started with and continues to focus on training and engagement.

This year, Xodus is undertaking reviews of key policies and practices throughout our employee experience, with a diversity and inclusion mindset. There is particular focus on our recruitment, promotion and progression processes, as these are essential to attract, retain and include diverse talent and support the work to improve female representation at our most senior grades.

Xodus has implemented and promote hybrid and flexible working for all our people, as we recognise the importance of this for inclusion, wellbeing, work-life balance and enabling everyone at Xodus to have the chance to advance their career irrespective of their working pattern.

The first Xodus Employee Resource Groups (ERGs) started in 2020 and have been instrumental in engaging people

in understanding gender issues and identifying solutions and actions for change. One notable area of collaborative improvement, due to engagement between the ERG and leadership, is in the enhancement of the Xodus parental leave policies in 2021, moving to a global policy with increased maternity and paternity policies and access to employees irrespective of length of service. This approach will continue in 2022, with a dedicated ERG focused on female inclusion.

We are engaging with directly and accessing external expertise in diversity, inclusion and equity. In 2020 we signed up to the AXIS Network Pledge, committing to work towards gender equality and equity in our industry. Xodus is also participating in the UN Global Compact Target Gender Equality Women Empowerment Principles Programme, which is designed to accelerate organisational performance on gender through implementing their framework and the insights offered through additional metrics.

Xodus is taking the required positive actions to close our gender pay gap. These steps will take time to yield lasting and sustained results, and there is much more to do – with the support, contribution and commitment from us all.



Dami Ladeinde, Diversity & Inclusion Transformation Manager



STATUTORY DISCLOSURES

Under the regulations we are required to report our gender pay gap data for Xodus Group Limited, as set out below:

Xodus Group	Mean	Median
Gender pay gap	30.1%	37.6%
Gender bonus pay gap	9.6%	0.4%
Proportion receiving a bonus		
Female		7.2%
Male		14.3%

Proportion of females and males by pay quartile		
Quartile	Female	Male
Upper	21.4%	78.6%
Upper middle	16.9%	83.1%
Lower middle	35.7%	64.3%
Lower	57.7%	42.3%

Declaration

We confirm the Xodus gender pay gap calculations are accurate and meet the requirements of the regulations.

Tracey Hart
HR Director