

Imtech Group - Gender Pay Gap Report

Introduction

Imtech welcomes the introduction of Gender Pay Gap Reporting. It is shining a light on a critical area of our industry and is an important step in encouraging change for the future.

We are required to report on any companies in our Group with more than 250 employees. We recognise that if the exercise is to have value we must contemplate action across the entire business. We have therefore decided to go further than the requirement and have reported the same data for our entire Group across the UK & Ireland where we operate, covering all 2,100 of our employees.

We believe that, at Imtech, we do not have an issue in terms of pay equality, but the relatively low number of women in our business overall and the lack of representation in our senior management levels is a significant challenge. This lack of representation at all levels is the main driver of our pay gap reporting results.

Imtech believe in 'succeeding by delivering a better experience'. By delivering a better experience in the future for the women in our organisation and those aspiring to be a part of it, we inevitably secure our own success through accessing their skills and talents for the long term and deepening and extending our talent pool. So addressing this issue is the right thing to do.

Gender Pay Gap Reporting has injected more urgency in our Group to address the deep-rooted challenges that we face in terms of attracting women into long-term careers. We are determined to tackle the under-representation of women from the most senior management roles to new entrants at apprentice and graduate levels. These issues are shared across our industry and we look forward also to working with other companies, educators and Government to tackle the challenge.

In dealing with such a complex and long term project we see our role as leaders in a partnership between the company, our employees male and female and other stakeholders. We must provide the environment to allow change to happen and be an active participant with all other partners listening to other voices and formulating and implementing long term sustainable solutions to the issue.

The following report reflects the details of our Gender Pay Gap Report, the rationale behind those outcomes and the initial steps that we are taking to initiate active change.

Most importantly, we have taken the opportunity of the publishing of this report to make public commitment to specific actions designed to increase our understanding, give female leadership a voice in our business and broaden the base of our entrants.

It will be a long process of change but we are determined, step by step, to improve representation from top to bottom of our business.



Paul Kavanagh
Chief Executive, IMTECH Group

Our Business

We are a technical services provider delivering for clients across the UK and Ireland. We specialise in contracting on large-scale mechanical and electrical engineering projects in construction, technical facilities management and systems integration.

We employ approximately 2,100 people across six separate operating business units. Of these employees less than 15% are female.

Gender Pay Gap Reporting Results

Within the Imtech Group, we have three companies that it is mandatory for us to report on, having more than 250 employees in the UK. We believe this is a group-wide matter and so we have gone beyond the minimum required reporting and set out below the calculated responses for the total Group also. Our work to deliver change will apply to all our operating units, not just those units on which we have to report.

	Imtech Engineering Services Central Ltd	Imtech Inviron Ltd	Imtech Engineering Services North Ltd	Imtech Group (UK & Ireland)				
Number of <i>Full Pay Equivalent</i> Employees	Total 319 Male 279 : Female 40	Total 465 Male 365 : Female 100	Total 284 Male 250 : Female 34	Total 2,101 Male 1,825 : Female 276				
Mean Gender Pay Gap	29.8%	23.1%	32.1%	27.4%				
Median Gender Pay Gap	34.0%	27.2%	37.0%	34.0%				
Mean Bonus Gender Pay Gap	54.8%	NA	26.1%	75.2%				
Median Bonus Gender Pay Gap	0.0%	NA	-10.0%	59.2%				
Proportion of men receiving a bonus	26.5%	0.27%	12.4%	19.0%				
Proportion of women receiving a bonus	26.2%	0.00%	8.6%	24.0%				
Proportion of Men / Women in Each Quartile	Male	Female	Male	Female	Male	Female	Male	Female
Quartile 1 (lower)	67.5%	32.5%	48.7%	51.3%	69.0%	31.0%	69.2%	30.8%
Quartile 2	93.8%	6.2%	86.2%	13.8%	94.4%	5.6%	90.1%	9.9%
Quartile 3	95.0%	5.0%	92.2%	7.8%	93.0%	7.0%	95.4%	4.6%
Quartile 4 (upper)	93.7%	6.3%	87.1%	12.9%	95.8%	4.2%	92.8%	7.2%

The overall factor driving these results is a significant under-representation of women across the entire business and particularly at a senior level.

The overwhelming majority of our total work force is male. The over-representation of men increases with seniority across the group, leading inexorably to highest salaries and bonuses being paid to men.

This significant lack of representation is the overriding factor which drives differentiation throughout this analysis.

The issue is not to do with pay equality – we pay the same for the same work, regardless of gender - but the structural issue of under-representation creates differentiation at all levels of the organisation.

Largely male workforces and disproportionately male management layers are not unique to our business. Indeed they are endemic in the industry. The issues which underlie this are complex and deep rooted. For example the smaller numbers of girls taking STEM subjects at school or technical subjects at 3rd level, the perception of the industry as an unattractive place for women to work, the lack of family friendly structures to facilitate advancement all have a part to play.

The solutions require a sustained long term partnership between the business, the industry, our female and male employees and in some cases government and education. However, the business recognises its responsibility to take a leadership role in the process of change. We intend to live our belief in delivering a better experience for our clients by working to create better experience and opportunities for our female colleagues. We do it because it is good for them, it is good for us and long term it is good for the industry which we serve.

Challenging the under-representation and improving Reported Gender Pay

We recognise that the under-representation of women in the Group, as reflected in the Gender Pay Gap Report, has to change. What are we going to do to deliver positive change in the future?

Long term success and fundamental change will be reflected in a significant increase in representation of women at all levels of our business and a subsequent reduction in all aspects of our Gender Pay Gap.

We believe, as we said above that our role is to provide the environment and leadership for a long term sustained partnership between the business and our female employees aimed at developing solutions that are effective and truly reflective of the needs and aspirations of our current and future women employees and leaders. That begins with listening, supported by concrete steps to demonstrate a commitment to change.

With that in mind, our initial steps are focused on four areas:

- **Open and honest engagement with our staff on the issue, with a particular focus on all female employees;**
- **Providing clear ‘female’ leadership voice;**
- **Broadening the gender base of new entrants;**
- **Investing in industry initiatives, inside and outside of our sector.**

Looking at each of these areas in turn:

Open and honest engagement

Our first step is to ensure that with the publication of this Gender Pay Gap Report as a new baseline, we make sure that all views, particularly those of our women employees, are properly heard and acted upon wherever possible.

We intend to run a range of interactive sessions across our operation to listen to and hear the suggestions, solutions and representations of the women already working successfully in the Group.

Providing clear 'female' leadership voice

To ensure that those voices are heard we are committed to have a senior female leadership voice in the business to champion this change process and encourage and challenge us to consider new and different approaches that create real solutions.

The correct long term model for this must be developed in consultation with our female colleagues. As a first step we intend to appoint an external female adviser and mentor to work with a representative group of women from across the business to help them to identify and articulate key concerns and to work with the Board on ways to address them. This will give an immediate fresh, external perspective and a focus to allow the issue to be quickly addressed. It is not a replacement for building our own internal structure to carry this work forward and include more senior women into management roles.

Broadening the gender base of new entrants

It is important for the business to attract more women into Imtech who wish to be able to build long-term careers with us. At present we are focused on two key groups – attracting new graduates and building a more diverse cadre of apprentices.

We intend to broaden the relationships we have with existing universities, colleges, and schools, whilst approaching a new array of educational establishments. We will make greater use of our successful women apprentices and graduates to show-case the range of opportunities that exist within the Group from their perspective.

Investing in industry initiatives

While we will set our own objectives for fundamental change, the challenge of female under representation is a deep-rooted one which is shared across the industries and sectors in which we operate.

We therefore intend to invest in a range of initiatives within the construction and engineering services sectors to further encourage more women to see Imtech and our industry as the right place for them to build successful long-term careers.

Finally, we will work with our parent company EDF to identify best practice across the Group and learn from and adopt the most appropriate initiatives,

As we have said, this is not an easy challenge. Long term success will be reflected in fundamental change where the work force of Imtech and our industry sectors are a better

reflection of the society in which we live. In achieving that significant shift, we will have a better, more balanced organisation, with reduced gender pay differentials and a much more gender diverse workforce.



Succeed by delivering a better experience