

MAMMOET GENDER PAY GAP PUBLICATION

At MAMMOET we're proud to have a diverse and inclusive workforce and we welcome the UK Government's proactive approach to gender pay. Our commitment to attracting and retaining industry leading talent is crucial in the development of our innovative, creative and high performance culture. Our customers and our employees are at the forefront of everything that we do. We are serious about our commitment to equality and inclusivity and have always strived to ensure the MAMMOET values are the foundation of our people strategy.

The Gender Pay Gap Regulations require the reporting of:

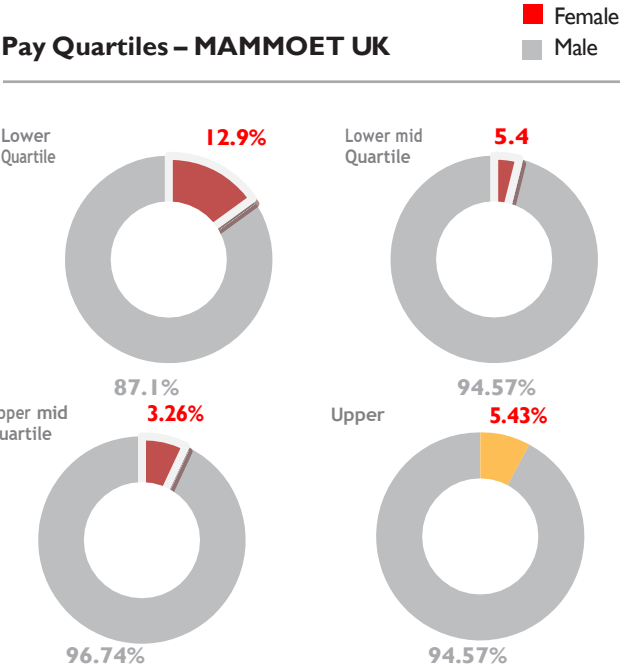
- The differences between male and female mean and median pay, and mean and median bonus pay
- The distribution of genders within four pay band quartiles
- The proportion of men and women receiving bonus pay in a year.

The gender pay gap should not be confused with equal pay. The gender pay gap is an overall comparison of all earners, regardless of the type of work they do – it is the difference in average pay between men and women.

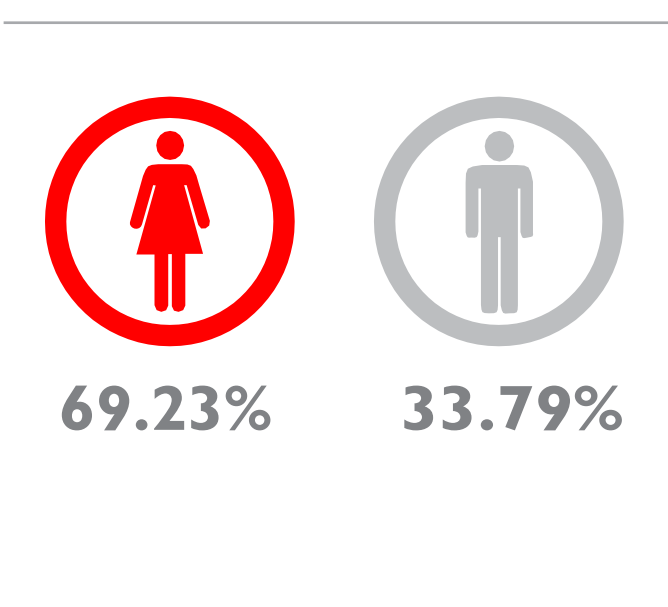
Mean and Median Gap between Men and Women - MAMMOET Group Results

	Mean	Median
Hourly Pay	12.94%	16.67%
Bonus Pay	41.66%	31.22%

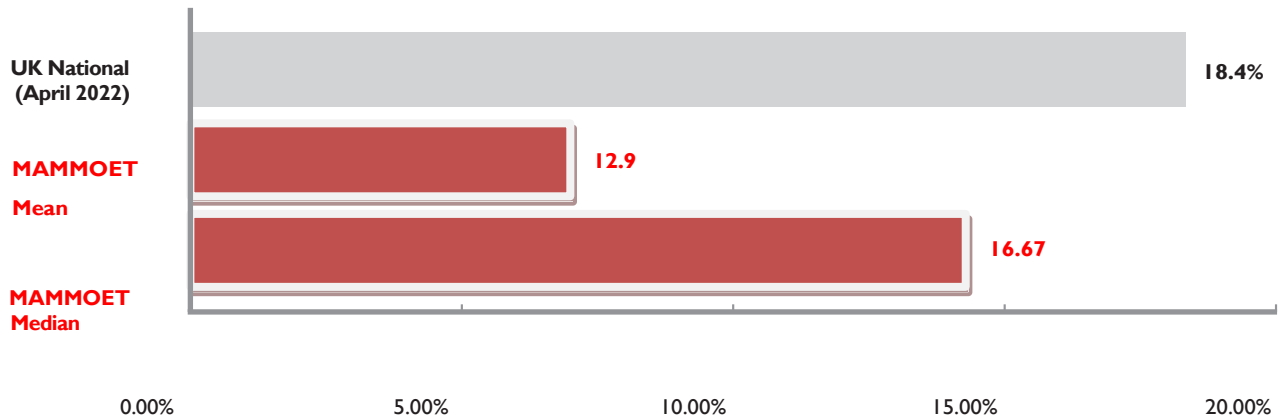
Pay Quartiles – MAMMOET UK



Proportion of men and women in receipt of a bonus – MAMMOET UK



MAMMOET comparison to UK's National Gender Pay Gap



The above is a full picture of our overall gender pay gap which represents a snap shot of the difference between pay levels for all men and all women irrespective of their role within the business. Our comparisons show that the median average pay for female employees is 16.67% lower than that for male employees. The mean average pay for female employees is 12.9% lower than that for male employees. For comparison, the UK's national gender pay gap is above Mammoet's calculation. As an engineering organisation we acknowledge that whilst this is a favourable result when compared to national statistics, we do need to continue to provide focus and diligence to ensure pay equality is improved.

We are confident that our pay and reward frameworks are fairly and equitably applied across the organisation in the UK. They are also regularly reviewed to ensure competitiveness as well as to continue to attract and retain great talent in the organisation regardless of gender.

Bonus Pay

MAMMOET is committed to ensuring a consistent level of reward for all of its employees, irrespective of role, gender or level in the organisation, which reflects business performance and profitability. We are proud to say that almost all employees who are eligible were in receipt of a bonus payment.

MAMMOET's Commitment to Equality

MAMMOET is committed to developing new talent. Through our long term investments in education with the MAMMOET academy we actively encourage the choices of Science, Technology, and Engineering (STEM) subjects from a young age. Through our Global Learning Academy we offer educational opportunities up to post graduate level with a goal to inspire a new, diverse and inclusive generation towards a career in engineering.

We will continue to challenge gender stereotypes and aim to attract and develop young women and men to embrace a career in engineering and professional services to enable diversity and equality of opportunity and reward across our sector.

I confirm the data reported is accurate

Mark Sadler – Managing Director
