



CUND

UK Gender Pay Gap Report 2023

CUNDALL



A view from the top

Our global diversity and inclusion strategy, Valuing Diversity, was launched in 2020. We set a goal of being the most inclusive consultancy in our industry. This commitment shapes who we are, what we do and how we do it, every day.

This commitment extends to the culture we seek to build and preserve within our Practice, and to the influence that we seek to have in the wider industry, for the benefit of all.

Whether it's through the work we do to improve ourselves – identifying and removing internal barriers to equality – or our involvement with our supply chain or local communities to widen participation in engineering, we're active in our pursuit of an equitable future. Our work around diversity and inclusion continues to focus on developing new and innovative methods of attracting, developing, and retaining great people of all backgrounds and identities. In striving to become the most inclusive consultancy in our industry, we benefit greatly from the diversity of different voices of colleagues in our employee networks, and from our relationships with external bodies in the various territories in which we operate. This work enables us to deliver the innovative and extraordinary solutions that our clients demand and expect from us. We published our first Gender Pay Gap report in 2017 in response to new legislation in the UK. At that time, we were already undertaking a range of initiatives to address the under-representation of women (in particular) in our business.

We are making positive progress, and this year's report shows further growth in the representation of women in managerial and leadership roles at Cundall, as well as a

significant growth in the number of women playing key roles in middle management (20.31% in 2022 to 28.77% in 2023).

While this progress is encouraging and proves that the steps we've been taking are helping us move in the right direction, we are not complacent and know that we have more work to do. It's incumbent upon me and my peers to continue to educate ourselves and those around us on issues relating to inclusion and to continue to drive the behaviours and culture that will create a great place to work for every single one of our colleagues, whoever and wherever they are and whatever their role in our organisation. In doing so, we will attract and retain great people, create an engaging and rewarding place for them to build and develop their careers and ultimately derive the commercial benefits that come from a diverse workforce.

I look forward to continuing our journey.

Carole O'Neil, Managing Partner

UK 2023 Gender Pay Gap Report Executive Summary

Our mean pay gap has increased slightly from 20% in 2022 to 21.26% in 2023. However, behind this number we can see some positive momentum. The main driver of our pay gap is representation at each level of the organisation.

As part of our commitment to improving diversity and increasing the number of women in our organisation we have looked to identify ways to attract more women into roles at Cundall. Encouragingly, we've seen an increase in the number of women joining Cundall at entry level, rising from 44.09% in 2022 to 47.95% in 2023. It will take some time for those at entry level, both men and women, to develop in their careers with us, and progress to more senior roles in our Practice and we know that this important work to build a more diverse talent pipeline will affect the pay gap for the short to medium term, until the talented women we have recruited progress further through their own careers. Overall, we've continued to increase the level of representation of women in our organisation, from 29.77% of our workforce in 2022 to 32.7% in 2023. In fact, since we began reporting on the pay gap in 2017, we've increased the percentage of women working at Cundall by over a third (see Figure 4),

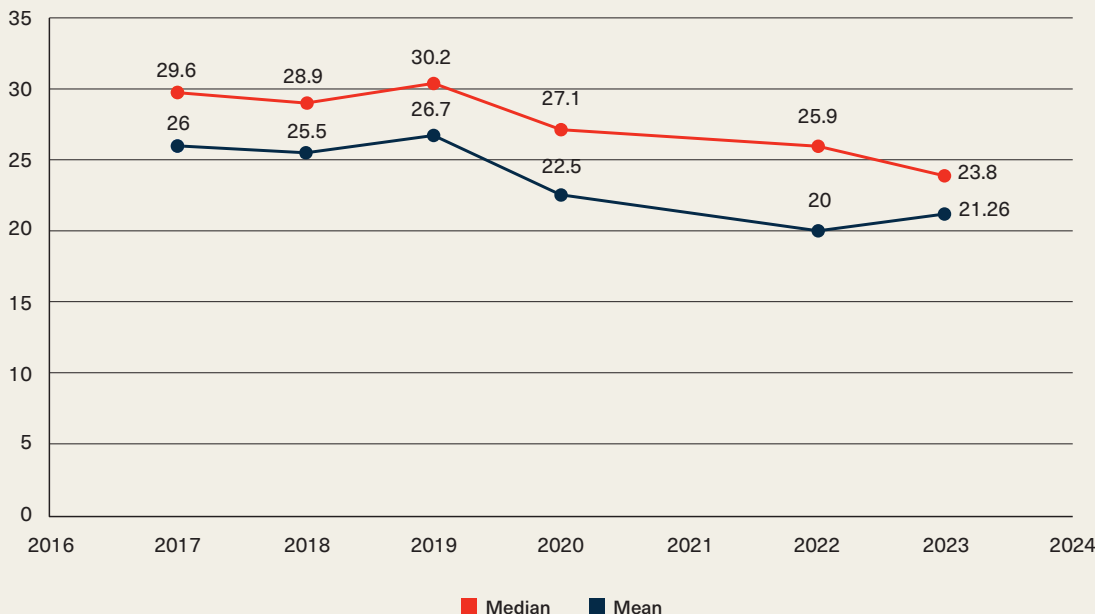
which proves that our continued commitment to being an employer of choice for women to build their careers is working.

We expect that our continued focus on the recruitment of more women and on supporting their development will mean that as they gain skills and experience and progress, we will see a positive impact on our gender pay gap over time.

We're very pleased to confirm that our median pay gap has decreased for a fourth consecutive year to 23.8% which is a 5.8%-point decrease since we began reporting in 2017. This positive change is the result of our continued commitment to and focus on attracting, developing and retaining women at all levels of the organisation, including at leadership grades.

UK 2023 Pay Gap Trends

Figure 1: Mean and median UK gender pay gap by year.



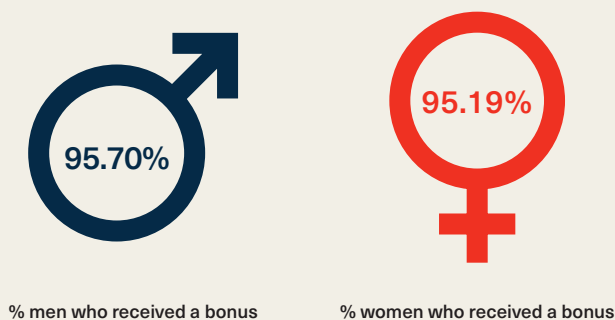
UK 2023 Bonus Gender Pay Gap

Cundall Partners are committed to running the business for the benefit of our people and each year we seek to reward people in different ways, including:

- Discretionary profit shares
- Joining bonuses
- Chartership bonuses
- "Recommend a Friend" bonuses
- Discretionary bonuses
- Christmas bonuses (whether paid in cash, or as cash equivalents such as vouchers)
- Long service awards

In this period, 95.19% of women, and 95.7% of men received a bonus. This is a decrease of 3.5% for women and decrease of 3.2% for men since our last report. The mean gender bonus gap in 2023 is 27.59% and the median gender bonus gap for 2023 is 27.34%. Our bonus pay gap is largely accounted for by the fact that more men than women occupy senior positions within our business (which provide for participation in our discretionary profit-sharing scheme).

Figure 2: Percentage of men and women at Cundall receiving bonus pay in 2023

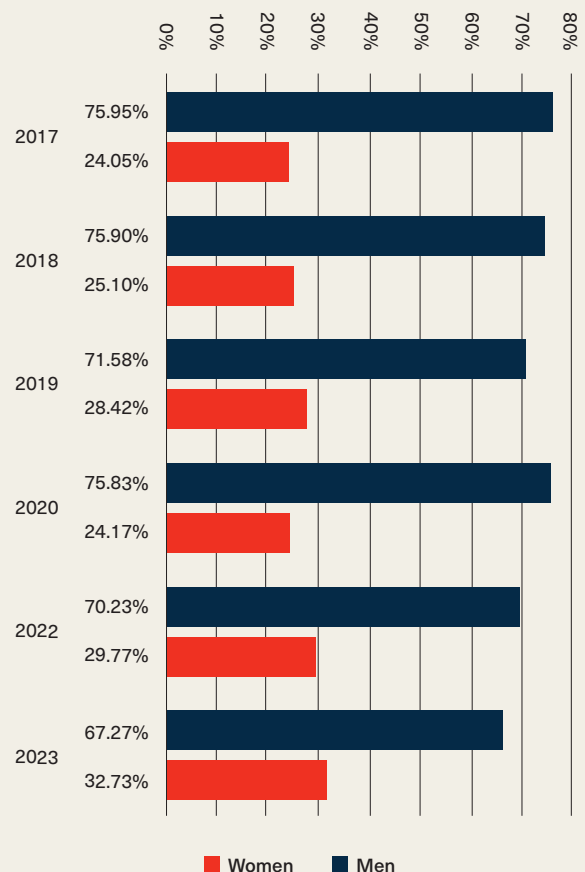


Representation at a glance: UKI

Figure 3: Gender split in pay quartiles

	Upper	Upper middle	Lower middle	Lower
2017	♂ 92.30% ♀ 7.70%	♂ 81.70% ♀ 18.30%	♂ 72.10% ♀ 27.90%	♂ 57.70% ♀ 42.30%
2018	♂ 89.00% ♀ 11.00%	♂ 82.90% ♀ 17.10%	♂ 72.60% ♀ 27.40%	♂ 55.10% ♀ 44.90%
2019	♂ 90.10% ♀ 9.90%	♂ 80.20% ♀ 19.80%	♂ 64.10% ♀ 35.90%	♂ 51.90% ♀ 48.1%
2020	♂ 88.6% ♀ 11.4%	♂ 82% ♀ 18%	♂ 68.60% ♀ 31.40%	♂ 64.1% ♀ 35.9%
2022	♂ 83.60% ♀ 16.40%	♂ 79.69% ♀ 20.31%	♂ 61.72% ♀ 38.28%	♂ 55.91% ♀ 44.09%
2023	♂ 83.45% ♀ 16.55%	♂ 71.23% ♀ 28.77%	♂ 62.33% ♀ 37.67%	♂ 52.05% ♀ 47.95%

Figure 4 : Gender breakdown for UK employees



UK 2023 Addressing our Gender Pay Gap

Our gender pay gap is largely driven by lower representation of women in roles at Cundall and in particular, at senior grades. We are committed to taking action to improve representation across Cundall and to improving our gender balance.

Of course, improving diversity isn't just about hiring more under-represented groups (including women), but also in ensuring they are given every opportunity to develop into roles at all levels as they build skills and experience. To achieve this, we have:

- Undertaken a review of our promotion processes.
- Committed to delivering STEM outreach activities within schools, colleges, and universities to ensure that the future talent pool is reflective of society.
- Developed a new People Strategy with DEI woven throughout so it is integrated into everything that we do.
- Introduced a new management development programme, 'Elevate'. The programme is aimed at line managers and specifically includes guidance on cultural awareness in a global business to create high performance.
- Continued delivery of our Inclusive Leadership programme for Partners and Directors.
- Refreshed and refocused our Cundall Communities (employee networks) to ensure colleagues globally can benefit from networking and development.
- Provided face to face training to all UK&I line managers on Promoting an Inclusive Workplace Culture.
- Introduced a global employee survey which captures feedback on employee experience linked to culture and inclusivity at Cundall.

Through our Global People Strategy, we are working with, and across, our leadership to ensure that equality, diversity and inclusion is integrated into business as usual.

