



Gender Pay Gap Report 2024

CUNDALL



Five years ago, we committed to building the most inclusive consultancy in our industry. That commitment remains unchanged, and informs how we lead, operate and develop our Practice. For nearly 50 years, our purpose has remained the same; we exist to create the best opportunities for our people and sustainable solutions for our planet.

We know that to be the best at what we do, we need a diverse workforce and an inclusive culture. To achieve this, we seek to demonstrate our values of creativity, collaboration, integrity, and excellence. These values lie at the heart of what we do, and inform how we work with and treat each other, our clients, our communities and others who our work touches.

Our gender pay gap only tells part of the story, but I am pleased to report that our gender pay gap has decreased to a mean pay gap of 17.38% and a median pay gap of 19.02%. During the year, we have also seen further growth in the representation of women at senior management levels, with 18.99% of our upper quartile roles now held by women.

There is still so much work to do, though. As the first woman to lead our global Practice, I feel a sense of personal responsibility to support and champion the brilliant women who work as part of our team, and to help them access the same opportunities that I have enjoyed during almost two decades with Cundall.

I have enjoyed participating in some of the inclusive leadership development programs that we have delivered this year and have been encouraged by the quality of discussion and debate that continues to happen at all levels across our Practice.

Our employee networks, 'Cundall Communities', continue to be a key contributor in fostering an inclusive culture through organising a range of informative and engaging events that have further helped to drive action on equality, diversity and inclusion. Everyone is stepping up and, together, we will continue to work to address the challenges that we and our wider industry faces, in building and nurturing a talent pool that truly represents the communities our work touches.

I look forward to further progress in the year ahead.

Carole O'Neil, Managing Partner

UK 2024 executive summary of our gender pay gap

We are pleased to report that our mean gender pay gap has decreased from 21.26% in 2023, to 17.38% in 2024. Our median gender pay gap has also decreased, from 23.80% to 19.02%.

Since we began reporting on the gender pay gap in 2017, we are pleased to have seen that our overall pay gap trend is decreasing. However, we know there is more work to do. Reducing our gender pay gap will continue to be a high priority for Cundall.

The main reason for our gender pay gap, is representation at different levels of the organisation. Engineering, along with other STEM industries has historically been a male-dominated profession, resulting in senior level roles being occupied by more men than women. Overall, in our UK business, we employ more men than women, as shown in figure 2. Whilst the overall percentage of women we employ in the UK has decreased slightly from 32.73% in 2023 to 30.65% in 2024, the overall trajectory is that we are gradually addressing this balance across the organisation. Since 2017, we have increased the proportion of women in our UK business by 6.6%.

Figure 1: Median and mean UK gender pay gap by year

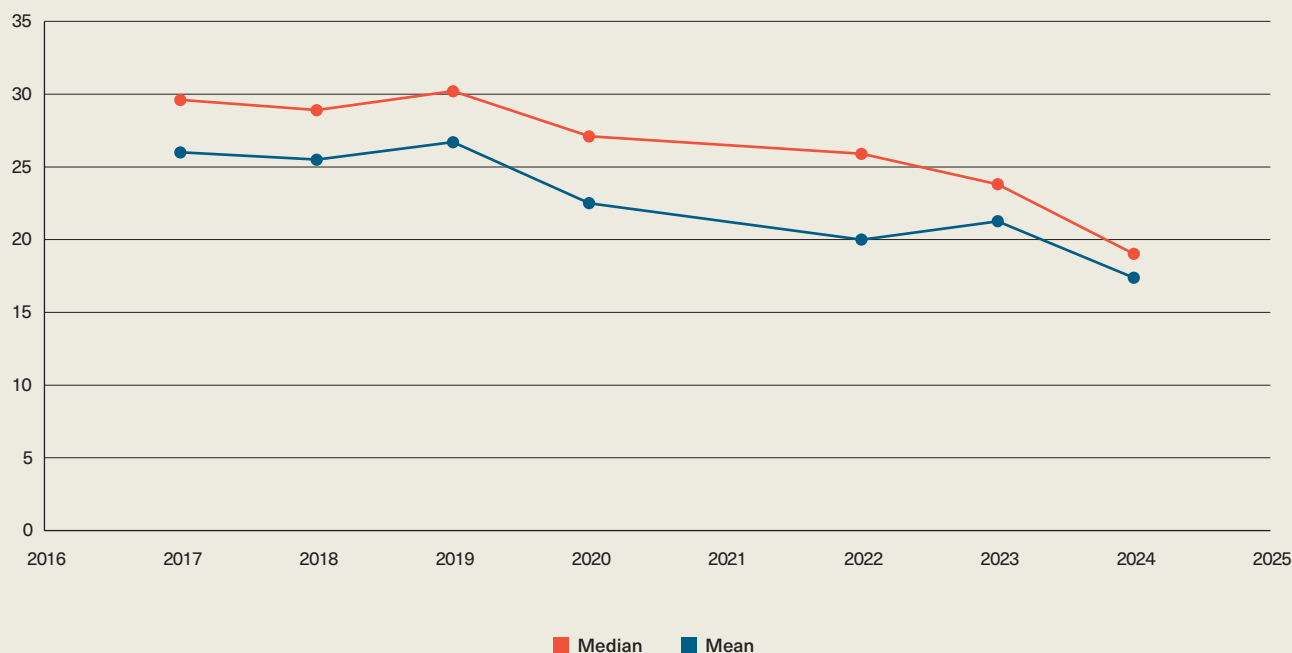
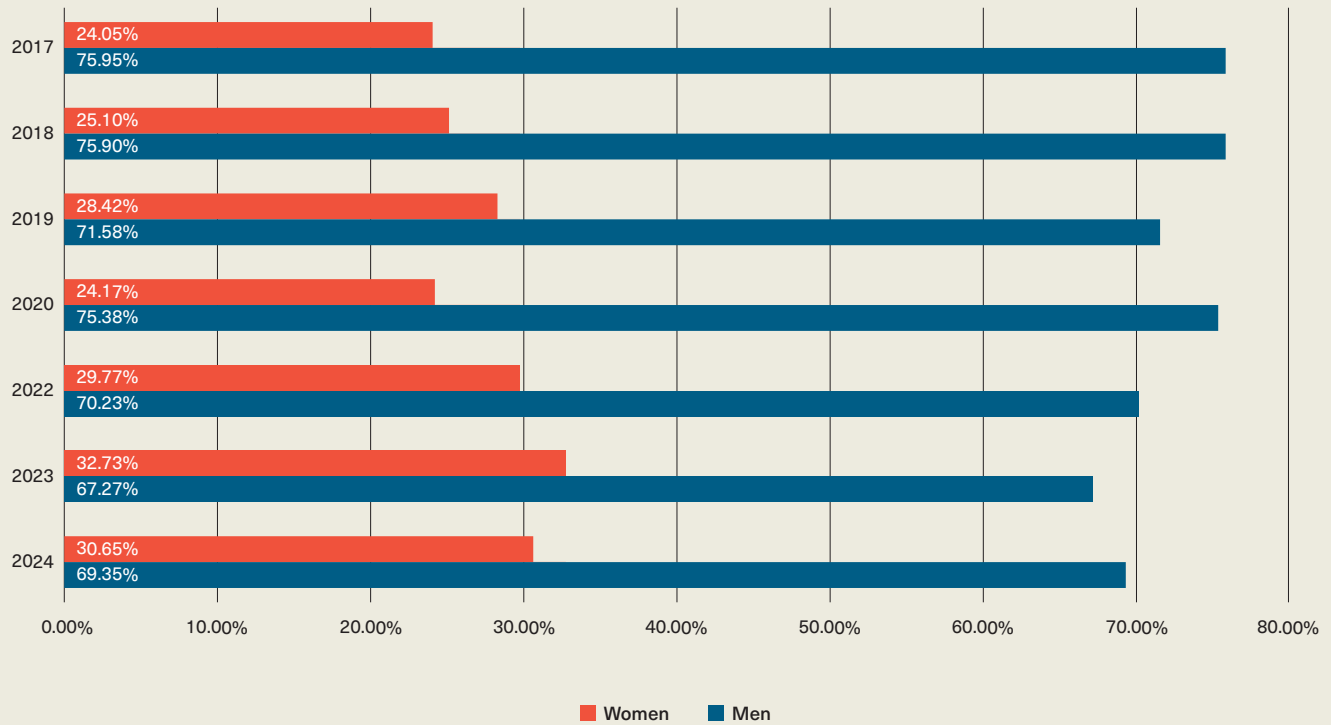


Figure 2: Gender breakdown for UK employees



Improving gender equity and specifically reducing our gender pay gap, is not only about bringing more women into the organisation, it includes investing in their career development and creating opportunities. This benefits everyone, as retaining talent and having an inclusive culture allows everyone to thrive and develop to their full potential. We have given particular focus to these areas, to ensure equitable progression to the most senior roles in the business. As with all areas of our People Strategy, we aim to keep focusing on these areas consistently and we are seeing the benefits of this approach through the gradual increase in the number of women in our senior roles. Since 2017, the proportion of women in our upper pay quartile has increased by 11.29%.

Figure 3: Gender pay split in 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%
2024	♂ 81.01% ♀ 18.99%	♂ 72.78% ♀ 27.22%	♂ 63.29% ♀ 36.71%	♂ 60.38% ♀ 39.62%

UK 2024 bonus gender pay gap

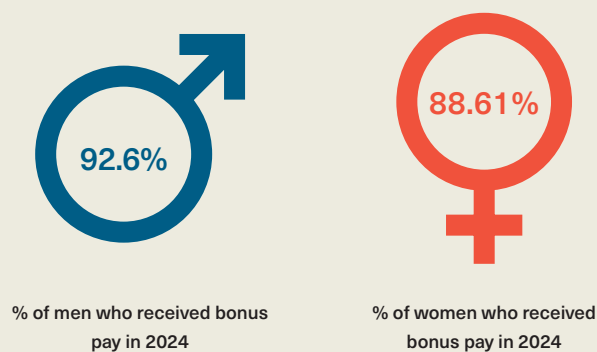
Our Partners are committed to running the business for the benefit of our people and seek to reward people in different ways, including:

- Discretionary profit share
- Joining bonuses
- Chartership bonuses
- Employee referral bonuses
- Seasonal bonuses or vouchers
- Long service awards

During 2024, 92.6% of men and 88.61% of women received a bonus.

Our bonus gender pay gap is largely accounted for by the fact that more men than women occupy senior positions within our business and qualify to participate in our discretionary profit-sharing scheme. Discretionary profit share and seasonal bonuses are paid to employees with eligible service during the relevant financial year.

Figure 4: Percentage of men and women at Cundall receiving bonus pay in 2024



Addressing our gender pay gaps

Supporting gender equity through our employee benefits

In 2024 we reviewed our UK employee benefits offering and made significant enhancements. This included increasing annual leave entitlements to support work life balance and wellbeing for everyone. We also enhanced our family leave package, providing even more support for male and female parents during this key life stage. This life stage often coincides with key career stages and our intention with these changes is to remove barriers and help people to thrive in their careers so they can continue to progress.

Supporting wellbeing

We launched our 'Wellness 360' offering in 2024, which is an holistic approach to supporting wellbeing and an inclusive culture. Wellness360 is a global provision accessible to all employees. It offers online and in-app resources on health, wellbeing, career development and all aspects of working life, as well as 24/7 access to counselling for employees and their family members.

Learning from Cundall colleagues

Having diverse role models in leadership roles is key to fostering an inclusive culture and one of the most powerful methods of advancement is through learning from others and how they have progressed their career at Cundall. We have held panel events with a range of internal speakers – men and women – sharing their experiences and discussing how we can further support equity and inclusion across the business.

Education for all

We have four employee resource groups; our 'Cundall Communities' who help to drive our ambition of being the most inclusive engineering consultancy. One of their strategic aims is to enhance awareness through education across our global business, in order to help foster a diverse and inclusive workplace. We have seen an increase in engagement with our communities as a result of their events, which have included sessions on Thriving as Working Parents, Allyship, Bringing up Race, Autism and Understanding Gender Stereotypes and their Impact on the Workplace.

The role of leadership

As people managers and leaders play a fundamental role in creating an inclusive culture, we have created two core professional development programmes to support the development of inclusive leaders. Our 'Elevate' programme is designed for people leaders, or aspiring people leaders, and the 'Inclusive Leadership Programme' is for senior leaders. We have deliberately designed the content of these programmes to be rooted in real life case examples, so that participants complete the programme equipped with practical tools and the mindsets needed to create inclusive teams across the organisation.

During the year we have delivered two 'Elevate' programmes and eight Inclusive Leadership courses across the global business, which were also tailored locally to embrace regional cultural differences. We are committed to investing in these programmes, evolving and developing the content over time, so that new people managers and leaders will benefit from the same educational opportunities as they entrust and develop their careers at Cundall.

