

# KAEFER LIMITED GENDER PAY REPORT 2023

APRIL 2023





## PEOPLE

**Our people are our lifeforce.**

At KAEFER UK & Ireland, our people are our greatest asset. Our success is our colleague's success, and we are committed to providing opportunities to grow and develop.

We believe in building strong teams by implementing common processes and best practices, helping us to serve our customers better.

We strive to create an atmosphere where our employees feel valued, respected, and heard. We encourage creativity and innovation, by fostering a culture of continuous learning and development, we can attract and retain the best talent in the industry.

Our people first approach enables us to build strong relationships with our customers. Being agile and innovative means we provide excellent customer experiences. Working closely with customers and understanding their needs helps us to exceed expectations and build long lasting partnerships.







94.0%

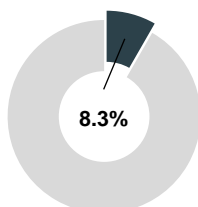


6.0%

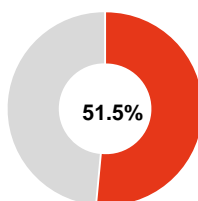


MEAN & MEDIAN GENDER PAY & BONUS GAP		
	MEAN	MEDIAN
GENDER PAY GAP	11.5%	28.1%
GENDER BONUS GAP	72.2%	77.2%

PROPORTION OF MALES RECEIVING BONUS



PROPORTION OF FEMALES RECEIVING BONUS



## PEOPLE

This is the report for the snapshot date of 5 April 2023

- > The mean gender pay gap for KAEFER Limited is 11.5%
- > The median gender pay gap for KAEFER Limited is 28.1%
- > The mean gender bonus gap for KAEFER Limited is 72.2%
- > The median gender bonus gap for KAEFER Limited is 77.2%
- > The proportion of male employees receiving a bonus is 8.3% and the proportion of female employees receiving a bonus is 51.5%

### QUARTILES

- > **Upper Quartile:** 95.3% Male 4.7% Female
- > **Upper Middle Quartile** 97.9% Male 2.1% Female
- > **Lower Middle Quartile** 95.6% Male 4.4% Female
- > **Lower Quartile** 85.5% Male 14.5% Female

## INTRODUCTION

Gender pay gap reporting requires employers with 250 or more employees to publish statutory calculations every year showing how large the pay gap is between their male and female employees. This report is based on the pay data as of 5th April 2023.

KAEFER recognises that a more diverse and inclusive workforce is a high performing workforce and as we set out our Equality, Diversity, and Inclusion strategic agenda, we aim to achieve a workforce representative of our society and the places we work.

## EXECUTIVE SUMMARY

Due to the nature of the KAEFER Limited business, the Company has traditionally attracted a significantly higher percentage of males in construction, industrial services, and offshore working. Whilst this does not dampen our efforts to improve the gender balance within KAEFER, with the population of female scaffolders, insulators, and coating operatives not widely available in the market, attraction has to be through traineeship and apprenticeship routes.

## CHANGES FROM 2022 - 2023

Given project fluctuations across the UK, it is difficult to compare the KAEFER Limited Gender Pay Report year on year as headcount fluctuates dependent on projects. Significant headcount fluctuations is typical in our industry.

KAEFER Limited, has seen an increase in the mean gender pay gap this year from 7.7% to 11.5%. The median gender pay gap has however reduced from 29.1% to 28.1%.

A significant reduction in the KAEFER Limited Gender Pay Report was reported in 2022 (from 25.5% to 7.7%), this was due to “normalised” reporting as previous years had been impacted by several factors including, the Covid-19 pandemic, furlough, and business reorganisation & restructuring through the integration of Wood Group Industrial Services and KAEFER Limited.

Several factors may have contributed to the increase of 3.8% in the mean gender pay, including identified data inaccuracies which would have flowed from 2022 report. KAEFER Limited are currently implementing an integrated HR & Payroll System which will mitigate this issue going forward. This will ensure accurate data and encourage voluntary reporting to further understand our employee demographics.

KAEFER compensation rates for core occupations such as scaffolding, insulation, and painting are predominantly negotiated at a national level or with major clients and nationally. 2023 saw a well-publicised increase in the cost-of-living standards. Due to this, KAEFER saw a large proportion of the workforce under national agreements receive cost-of-living payment to supplement pre-negotiated rates. This cost-of-living payment impacted the male population positively. The cost-of-living was taken into consideration in our compensation strategies for management and administration positions. In 2023, whilst increases had to be affordable for sustainability of the business, focus was to increase our minimum rates across the administration teams. This positively impacted a large proportion of the female population.

## CHANGES FROM 2022 – 2023

As the market and society move to more sustainable energy, KAEFER's long term growth and growth in headcount will be seen in nuclear new build with core services such as scaffolding and painting. Due to the competitiveness of these projects, we have seen over recent years that such projects attract not only higher base rates but bolt on allowances increasing the overall pay.

In 2021, KAEFER Limited reviewed its compensation packages for management and administration employees, where traditionally bonus has only attracted to male dominated occupations. KAEFER's main bonus scheme is inclusive to all monthly colleagues with participation level dependent on position. In taking this step, we have ensured everyone within this demographic is included in the scheme. This has seen an increase in the proportion of females receiving bonus from 19.6% in 2022 to 56% in 2023, as much of the female population reside in management and administration occupations. However, despite the initiative, KAEFER has seen the gender bonus gap increase to 72.2%, this is mainly as the male population receiving bonus also increased from 6.5% to 9% and male employees occupying senior roles in the business.

There is continual work to do in retention, development and attraction of female talent into senior positions which enjoy larger bonus payments as well as continuing to review our compensation strategies. Our commitments with this should, in future, lessen the mean gender bonus pay gap.

Our commitments remain to entry level careers to ensure the sustainability of our business, attracting females into the occupation we employ remains an industry focus and drive for gender balance diversity.

At the snapshot date we have 2630 employees that are captured within this report.







## COMMITMENTS

Ensuring that there is a fair representation of females at all levels of KAEFER is a key focus for our Executive Board.

As part of our strategic growth “Our People” are a driving enabler to our success. Our focus within this is entry level careers, talent acquisition combined with retention and development opportunities. Through these corporate initiatives, we will embed our strategy of a sustainable and diverse workforce.

We have successfully onboarded and retained a number of female apprentices, not only in administration roles, but scaffolding and painting too.

We will continually strive to address our gender balance with a focus to:

- > Continue our commitment to improve our gender balance and female representation in senior positions and our core service occupations such as scaffolding, painting, and insulation services (where the highest proportion of our population lie).
- > Nurture a culture where inclusion and diversity is embedded through policies, procedures, training, and the way we do things.
- > Be an organisation that attracts and retains the best talent, ensuring full review of our recruitment programmes.
- > Provide inclusive development opportunities to provide growth opportunities to all.
- > Be data driven, aware of our diversity statistics, tracking our commitments, and making informed decisions to improve.
- > Be relevant with our compensation and benefits. Whilst much of our workforce are under collective agreements, we will continue to assess our compensation and benefits.

## ACCURACY STATEMENT

I, Laura Bowes, HR Director for KAEFER Limited, confirm that the information in this statement is accurate.

Laura Bowes  
HR Director, UK & Ireland  
KAEFER Limited