

Assessing IQA's Gender Pay Gap

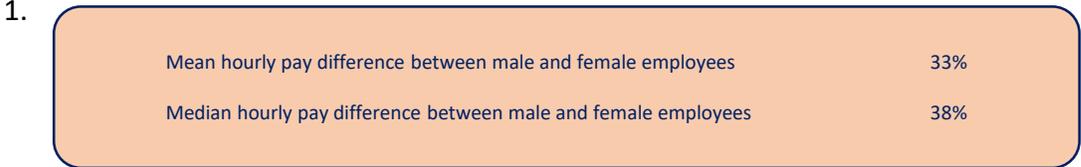
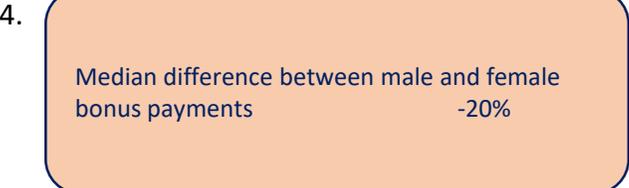
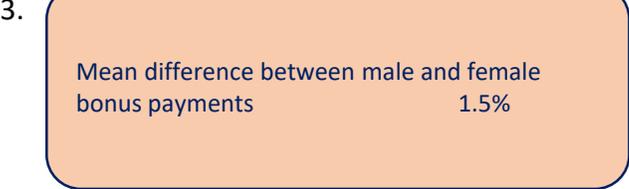
The UK Government has confirmed its regulations Gender Pay Gap Reporting (GPGR) for UK companies. It requires UK businesses with more than 250 employees to publish their GPGR statistics as at 5 April 2017 within one year of this date, and then on an annual basis. The method for calculating this information has been outlined in detail by the UK Government and the results from every company will be published on a UK Government website.

When calculating the difference in average earnings, the gender pay gap takes into account all jobs at all levels and all salaries within an organisation. This means the gender pay gap paints a picture of the level of roles that women carry out in an organisation. The roles that women fill can result from many different factors, such as historic trends of one gender dominating certain industries and type of jobs.

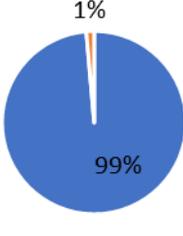
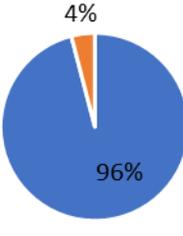
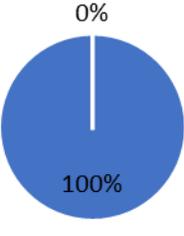
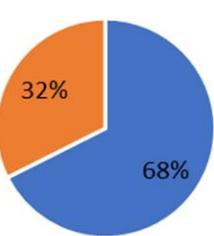
Reporting IQA'S Gender Pay Gap

There are four key requirements to GPGR regulations:

1. Reporting the differences in mean and median pay between men and women calculated on the basis of equivalent hourly rates;
2. Reporting the distribution of men and women pay band quartiles calculated using the range of hourly pay rates;
3. Reporting the differences in mean and median bonus pay between men and women; and
4. Reporting the proportion of men and women receiving bonus pay in a year.



2. Lower quartile pay band Lower middle quartile pay band Upper middle quartile pay band Upper quartile pay band



■ Men% ■ Women%

Analysing IQA's Gender Pay Gap and Taking Action

IQA recognises there is a long way to go to close the gap in terms of gender pay. Genuine transformation for IQA, and across the UK's labour market, will require meaningful societal changes as well as improvements at organisational level. IQA is committed to driving changes in both these areas.

IQA operates within the utilities sector, a sector that relies on the expertise and experience of workers from STEM (science technology, engineering and maths) related fields. Our results are driven by the fact that we have more men than women performing technical roles.

We are determined to address the gap that is currently present to try and attract and promote a greater number of women within IQA. We do not envisage that this will change overnight, however we are committed to ensuring that we close this gap over the next 3-5 years. We aim to do this by:

Recruitment & Selection

- Build our employer brand to attract more women.
- Raise awareness of unconscious bias during a recruitment process by educating and training our managers.
- Carry out a review of our attraction tools to capture a wider audience.

Talent Management

- Look at how we identify and develop talent to ensure they are free from bias and available to both male and female.
- Focus on how we develop our female talent to increase the number of women in senior positions and strengthen the succession pipeline.
- Grow our employee and ambassador networks to give our women a stronger voice.
- Retain females in roles by looking at how we approach and adopt flexibility in the workplace.

Wider Societal Changes

- To encourage more females at secondary level to consider STEM related subjects.
- Encouraging and promoting steering groups within IQA to focus on how we attract females into IQA at all levels.
- Encourage female ambassadors to help inspire and attract talent.