



EMPOWERING XODUS

GENDER PAY GAP REPORT
2022





WELCOME

Xodus intends to reduce its Gender Pay Gap (GPG) and this report highlights some of the new initiatives designed to empower our people, fast-track change and ultimately make an impact on that gap.

We're working hard to close our GPG, but no one is in any doubt that we have to do more. In the reporting section you will see that the gap remained largely the same in 2022, so our introduction sets out a new strategic approach being embedded and investment in sprint, policy and reporting activities to make a meaningful impact in the months ahead.

At Xodus we have brilliant female leaders, specialists and engineers, however, more men than women hold senior roles, creating a GPG. We are dedicated to changing this, by recruiting more women, ensuring our pay structure is transparent, and providing development opportunities and policies that support women at Xodus. In this report you can read more about the positive steps being taken.

We are building a diverse and inclusive working environment, where people belong and are valued. We have also set out how we plan to increase our Diversity, Equality and Inclusion (DEI) strategy and reporting in the year ahead. We recognise that this will take time and persistence but are confident we have the right plan in place to start delivering real and lasting change.



EMPOWERING XODUS

We are absolutely committed to enabling a diverse, equitable and inclusive workplace at Xodus.

We have spent two years listening, workshopping and forming interest groups to support our Gender Pay Gap (GPG) intentions. We have realised that whilst this was a necessary part of our journey, good intentions and talk are not going to get us to where we need to be.

To move the dial in a meaningful way, we need a strategic approach. So, for the first time, inclusive growth has been built into our corporate five-year strategy from 2023 because it is the right thing to do, both morally and for the business. This will help us come together and focus more on the issues that will make the difference.

To achieve this for our GPG, we have applied a sprint project approach familiar to our business, where we work around fast-track principles, goals and actions with full accountability to ensure we are making a meaningful impact.

We recognise we have made some positive change with industry leading parental leave provision, menopause awareness, the formation of our women's network and the success of our global Empowering the Energy Industry (ETEI) events. We have also conducted internal and external research to identify the key contributing factors to our GPG from pay band visibility to skills-based assessments and HR policies.

There is some way to go, however we are now managing this as a change project. To support this, HR Director Tracey Hart is taking responsibility for leading and championing our activity in this area and is already taking decisive action to bring about positive change. With dedicated resource and a clear roadmap, we are intent on getting there faster.

I'm personally committed to setting clear and challenging objectives for us to strive for, designed to grow Xodus towards being a successful and responsible company. Whilst this work is about reducing the gap, it is importantly about women having the opportunity to thrive at Xodus. It is about empowerment.

“With the contribution, commitment and support from everyone in the business, we will make Xodus an inclusive place to work. Together, we will deliver a responsible energy future.”

Steve Swindell, Managing Director

Key Fact The Gender Pay Gap figures are UK only. Xodus is rolling out initiatives and setting benchmarks for global reporting.



TRACEY HART, HR DIRECTOR

Now is the time for action and genuine momentum. We have laid the building blocks and we are now focused on accelerating the pace of change for women in Xodus.

Our GPG sprint team is being led by a dedicated project manager with an initial focus on the biggest issue that our people identified – pay band visibility. With a team of volunteers from across Xodus supporting, this activity will focus on giving transparency on the pay bandings by region for the first time.

It is proven that increased transparency has helped to adjust GPGs across sectors more quickly. It will give people the ability to know where they sit within a band and have confident conversations during their reviews. This is not because women are paid less than their male colleagues, but research across industries

has shown a trend where women are less likely to ask for a pay-rise or negotiate and this visibility encourages meaningful conversations.

Our women's network meets regularly, championed by passionate people. A fantastic output has been the development of a reverse mentoring programme. This is helping participants and the leadership team to better understand the lived experiences of women across the business.

A significant investment has been in our new Elev8 equity programme, which we've designed with an external specialist to enable women to take ownership of developing their careers and understand any headwinds that are holding them back. This six-month programme has 15 women in our first cohort and we are working on identifying eight principles to support women at Xodus. From external guest speakers, workshops, targeted coaching sessions and working with line managers to better understand how to elevate women in their teams, we will be assessing the learnings from this pilot and rolling it out globally.

Our longer-term ambition is to introduce new metrics and develop a full Diversity, Equality, and Inclusion (DEI) strategy. To enable this, we are carrying out a comprehensive survey asking people to let us know how they identify and share their experiences.

We will then use this to review all of our policies and recruitment process through a DEI lens. Benchmark data will allow us to identify gaps and map progress. Understanding key areas such as part-time and flexible working will be crucial to success. And we will develop new metrics that go beyond gender for future reporting.

Behaviour and culture change of this nature is not easy or quick, but we are absolutely committed to taking ownership because gender equality is beneficial for everyone in a business.

We have done a lot of listening and are now embedding inclusiveness into our strategy to make a meaningful change. We appreciate there is always a lag in data and reporting and whilst the figures don't necessarily reflect our intent, people have always been at the core of Xodus.

Our hearts have been in the right place, but now our minds are focused on making the necessary changes to reflect our intention for Xodus to be THE place to work.



Tracey Hart,
Human Resources Director



“Xodus is a great place for flexibility and I have a quality work-life balance. With the support I’ve had, I’ve been able to move my career in different areas and aspects of the energy industry and look forward each day to the challenges that work brings.”



Sharon Chan, Principal Engineer



A SPRINT FOR SUCCESS

Xodus is tackling our Gender Pay Gap (GPG) as a change project and adopting a 'sprint' style model, used successfully in energy projects.

Kirsty Randall is the project manager leading our GPG Sprint. She said: "It's a format I'm familiar with from my time with the Energy Transition Sprint team, and I know it works. We have had two workshops on the priorities and now with a team of volunteers we are focused on short term sprint actions.

"Our first focus area is pay transparency, where we are striving to enable open conversations around pay by giving everyone visibility of their pay band and the pay band above for the region they work in. Research shows that women are generally less likely to ask for pay increases and promotions or negotiate when offered a job than their male counterparts. There has also been some work into reviewing the language used on job adverts to increase the volume

of applications from women in response to another trend that shows females are less likely to apply for role when they miss a single competency in a list, whereas men are more likely to apply when meeting only some of the requirements."

Kirsty joined the Xodus Technical Safety & Risk team just as the global pandemic hit and quickly had to adapt to living in a new city in lockdown. "I've loved getting to know my colleagues now that we're meeting face-to-face, and I've had the opportunity to travel to meet people in other locations. I'm passionate about supporting gender equity and so put myself forward for leading this GPG Sprint."

Other areas identified by the workshops that the team will look at include part-time and flexible working, career pathways, return to work and retention and recruitment.

She added: "Much of the positive initiatives being implemented won't make an impact until our 2023 report or even the subsequent one, so I'm keen that we find new ways to show incremental progress. We've got some of the best minds around and data experts, so I'd love to bring forward a real-time dashboard where we can track progress as we go rather than a snapshot in time."

Kirsty Randall, GPG Sprint Project Manager



Key Fact Xodus launched its successful Empowering the Energy Industry initiative in 2022, bringing women together to discuss shared experiences and network. Events have taken place in Scotland, London, Boston and Houston.



“I have great female leaders in my markets insights team in the renewables division. I look up to them for inspiration every day and love working on projects together.”

Pilar Olivieri,
Graduate Renewables Consultant



ELEV8 BRINGS FOCUS ON CAREER COACHING

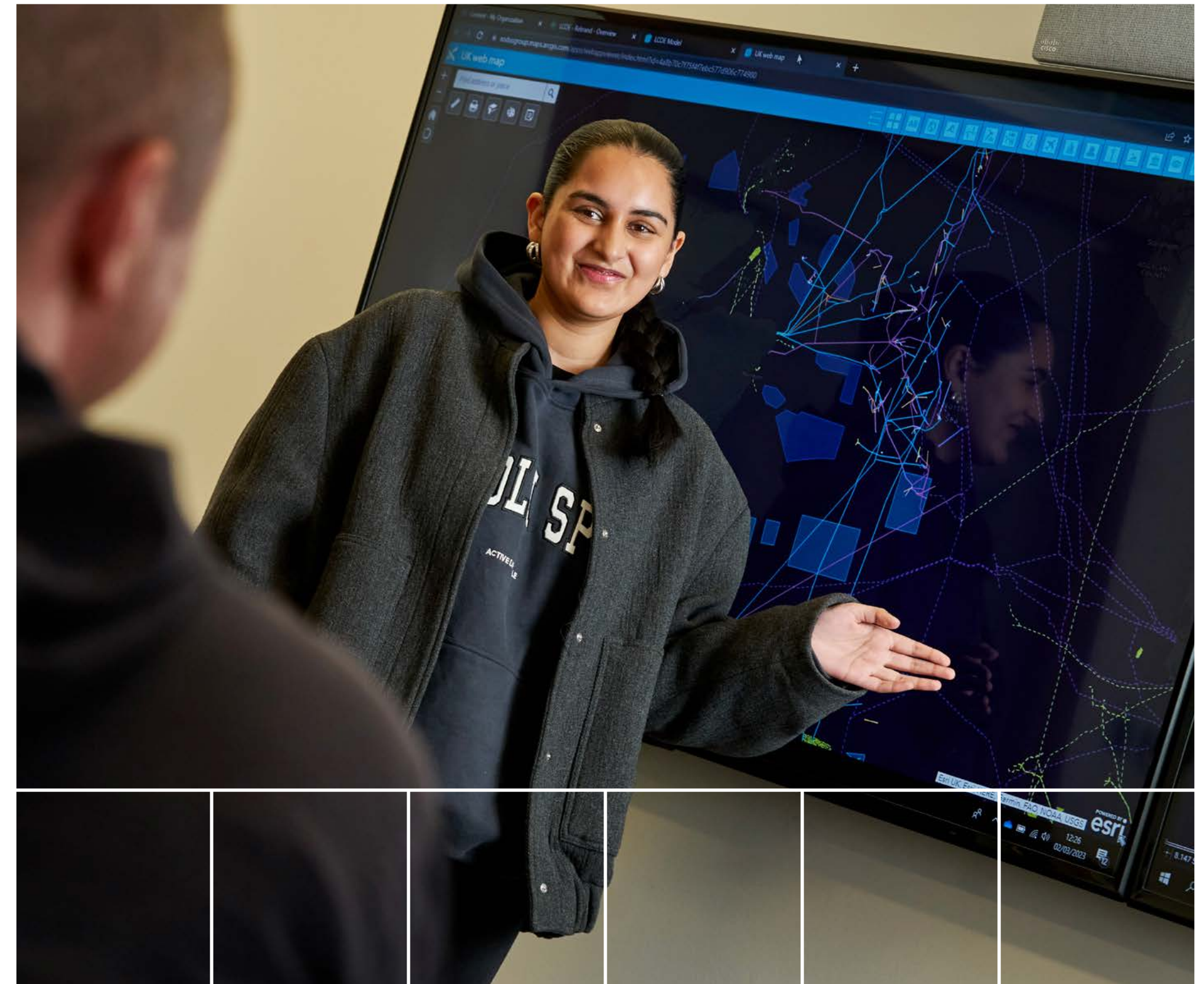
Xodus has launched a bespoke coaching programme that aims to build confidence and help women explore the headwinds they face to progressing their careers.

Elev8 has been designed by Xodus with the support of an external specialist with the first cohort of 15 participants taking part in a dedicated six-month programme. They will focus on what they personally can and want to achieve in their professional lives through a series of workshops, group coaching sessions and buddy chats.

Tracey Hart, HR Director, explained: “Our participants will learn about career activism and develop personal career action plans with sessions focused on confidence, resilience and leading with personal impact. We want to empower women at Xodus to identify any headwinds that are hampering their progress to help them to become future leaders.”

Line managers will be involved in supporting the participants and it is a learning experience for them also.

Following the pilot, feedback will be assessed and Xodus plans to roll the initiative out globally during 2023 and 2024.



Key Fact Our Employee Resource Groups (ERGs) ensure all employees have the opportunity to express their opinions on people and gender topics. They have resulted in a new global parental leave policy, providing improved benefits.



“I was excited to see women holding leadership positions in Xodus. It made me feel welcomed as a woman and as someone who’s new to the business, it was a sign Xodus is a place of growth. I knew I was in for a good learning experience and seeing these women pull up to work every day gives me the inspiration and encouragement I need as a young woman starting a career in the energy industry.”

Sonia Daniel,
Graduate Decommissioning Engineer



BELONGING & CONTRIBUTING

WHAT?

Our Employee Resource Groups (ERGs) identified focus areas including leadership, realisation of business value, gender equity and inclusion, ethnic representation and neurodiversity awareness. Our Women's Network has been very active throughout the year.

WHY?

We want to make sure everyone has a voice and can contribute and be heard.

WHEN?

ERGs and the Women's Network meet regularly with activities and actions promoted in office updates and through internal channels.



MEASURING PROGRESS

WHAT?

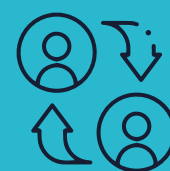
A global DEI survey and new metrics dashboards. Regular reporting both externally and internally. We are committed to reporting our GPG more regularly internally with six-month updates and are working towards creating a real-time dashboard.

WHY?

We want to know more about how people identify and explore any barriers that they face during work and be able to respond quickly.

WHEN?

The survey will be completed in Q2 2023 and the findings will be analysed, metrics developed and a full DEI strategy to be launched early 2024. GPG mid-year internal update in October 2023 and real-time dashboard launched 2024.



INCLUSIVE LEADERSHIP

WHAT?

Inclusive growth strategy. Reverse mentoring.

WHY?

Diverse businesses with diverse skills and strengths can bring new perspectives to the challenges presented by the energy transition. Our leadership team is committed to supporting equity and understanding the lived experiences of people across the business.

WHEN?

Strategy is being rolled out from 2023 to 2027 with clear targets set. Reverse mentoring launched early 2023.



ENGAGEMENT & DEVELOPMENT

WHAT?

Elev8, a bespoke coaching programme that aims to build confidence and help women explore the headwinds they face to progressing their careers.

WHY?

We have identified that increasing support for early to mid-career women will help to develop more future leaders.

WHEN?

Workshops and programme development in 2022 and early 2023 with pilot launched in March 2023. Review planned summer 2023.



POLICY & PROCESS

WHAT?

From recruitment to flexible working, we are reviewing all policies through a DEI lens following the results of our survey.

WHY?

We want to make meaningful improvements, and this will steer and embed transformation in our processes.

WHEN?

Review starts in Q2 2023 and will be completed by the end of the year.

Key Fact We have continued to improve our female graduate recruitment this year, hitting our graduate intake target of a 50/50 split of women and men.



“Xodus fully supports hybrid working which is great for busy mums like me. The company has also supported me in progressing my career and improving skillsets. Before joining Xodus, as a female software engineer and an immigrant I had never felt accepted by my colleagues, and this is not the case in Xodus. The company also has a great female network that supports women, socially and professionally.”

Maddie Tash,
Software Engineer



SPOTLIGHT

Stacey Fidgeon
Business Development Manager – APAC
3.5 Years at Xodus

Why did you choose Xodus?

I didn't choose Xodus, Xodus chose me. I came to Xodus via the acquisition of Greenlight Environmental. It has been quite a journey, but the opportunities I have had at Xodus since the acquisition have been amazing, having worked across all parts of the business.

What is the best part of working at Xodus?

The people are the very best thing about working at Xodus. I'm lucky to work with great people who are open, dedicated and outcome focused. Coming from a technology background and now working closely with engineers and scientists, I really enjoy collaborating with exceedingly clever people at the top of their game, learning from them and providing a unique perspective to add value. No day is the same, which is the only constant.

What would you like to see improved or a focus area going forward?

Our Perth office has gone from 25 people in 2019 to almost 100 today. We have been able to create a really sustainable, fun and flexible workplace which we are very proud of, but the next challenge is seeking to ensure we have a more diverse workforce in our engineering disciplines, so that we have the right mix to take on the ever-changing energy industry. We have a bit of work to do in this area, but we have a great foundation to build on.

Are you involved in any initiatives to promote or support diversity in the workplace?

I am one of the Chapter Chairs for APAC of the Xodus Women's Forum. We kicked this off at the end of last year and it has become a great platform, seeking to support, promote and instigate initiatives that will make Xodus a better place for everyone.



Key Fact Xodus is working towards a full diversity, equality and inclusion strategy and will be setting new metrics in 2023 for increased reporting in 2024.



**Jacqueline Geddes-Smith,
EMEA Production Assurance Manager**

HELPING BREAK THE STIGMA AND DRIVE CONVERSATIONS ABOUT MENOPAUSE

“It has been great that Xodus has enabled me to open the door to a conversation on the topic of menopause as a means to try to break down the barriers of what has been a taboo subject so that women were not suffering alone. With so little communication on menopause, the potential for any difficulties a woman experiences during this normal transitional phase become unmanageable in the workplace leading to the loss of valued talent and experience.

While we focus on employee wellbeing, it was important that recognition of the possible physical and mental symptoms that can experience was put out there in an inclusive manner so we can all look for and provide support to our colleagues, friends and family. This was one of the main drivers for our awareness session being open to all, not just women within the organisation.

Recognising the not insignificant number of women who leave the workplace through feeling unsupported, truly supporting women in our organisation through this time in their life through awareness, community and assistance measures can have a net positive impact on overall DE&I metrics through retention and growth of female talent within Xodus.”



XODUS UK GENDER PAY GAP REPORT

What is the Gender Pay Gap?

All UK organisations employing 250 or more people are required to prepare an annual report on their GPG.

Employing 314 people on the 'snapshot' date, Xodus meets this criterion and are therefore required to report and publish our GPG.

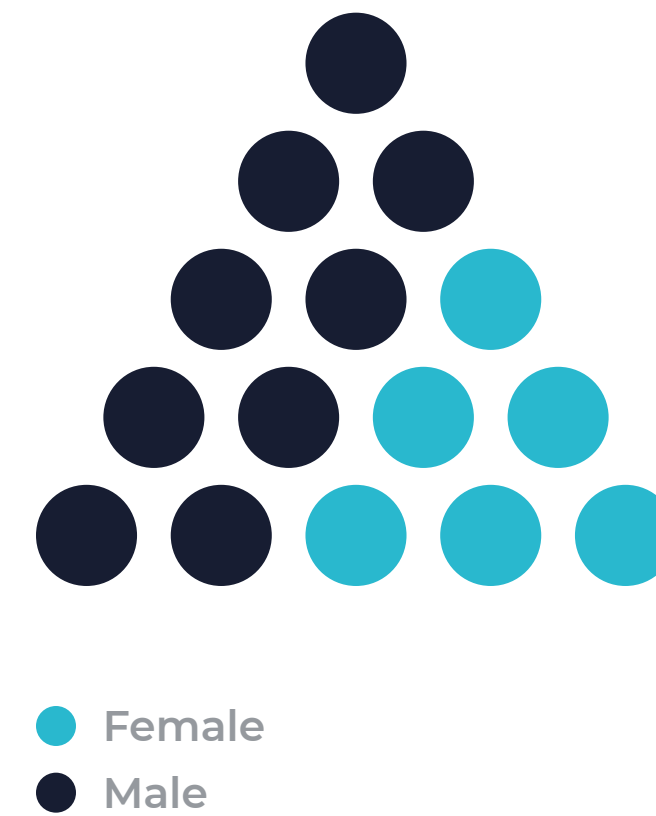


EQUAL PAY VS GENDER PAY GAP

It is important to note that equal pay and GPG are different.

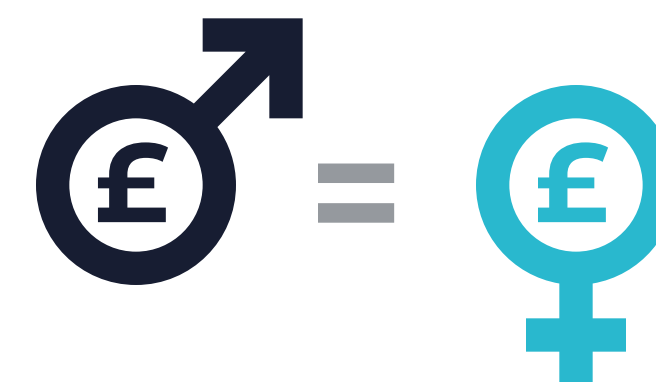
GPG is the difference between the gross hourly earnings for all males and the gross hourly earnings for all females of UK employees in Xodus, irrespective of their role or seniority. It is expressed as a percentage of males earnings. Therefore, the GPG is a reflection of the workforce profile of males and females.

Equal pay is the legal requirement for males and females to be paid the same for performing the same or similar work. At Xodus we provide equal pay to men and women in the same roles, and we closely monitor and review all recruitment and pay decisions we make.



Gender Pay Gap

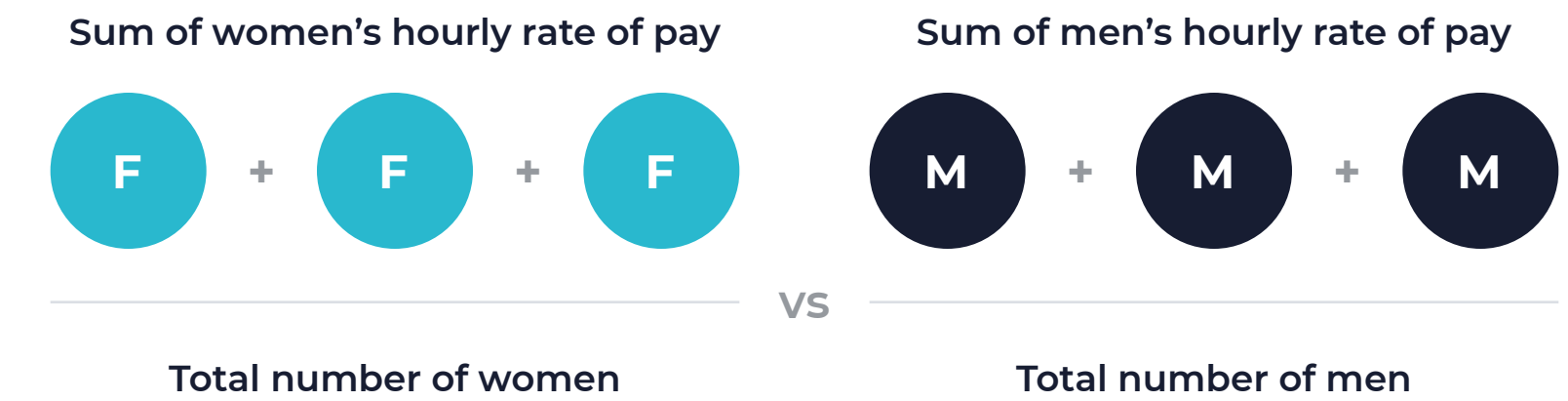
Men are more likely to be in senior roles resulting in the GPG.



Equal Pay Comparison

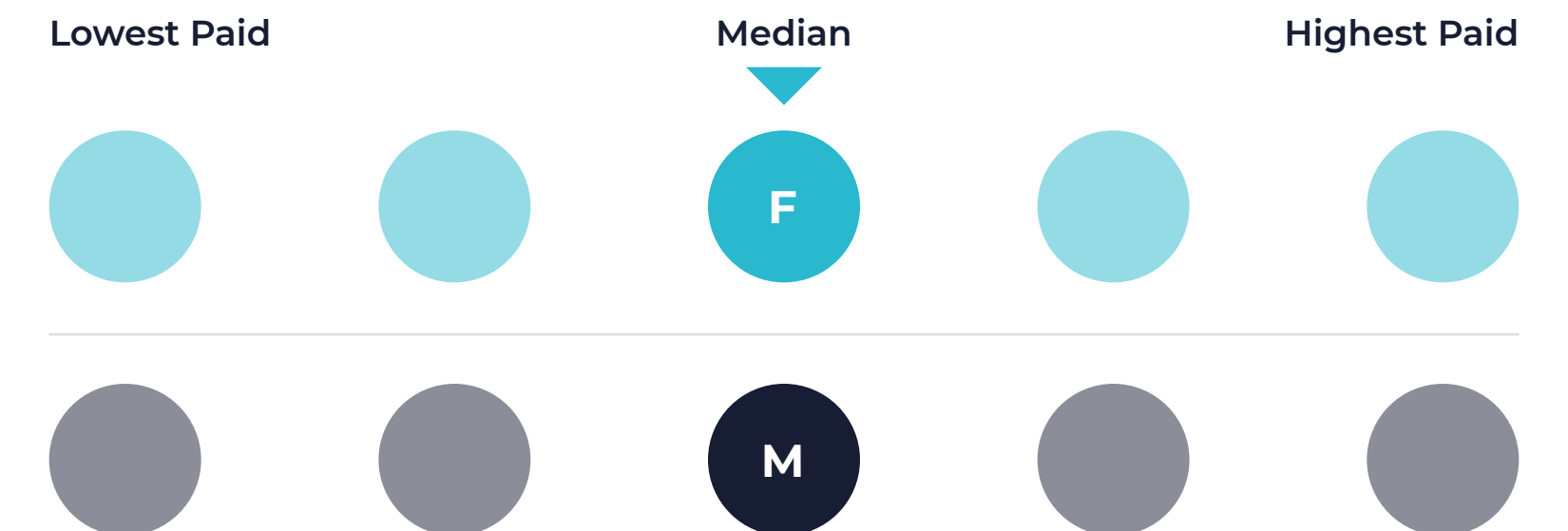
Mean Calculation

The mean figure is the total of wages added together divided by number of employees. The mean gap is calculated by the difference between female and male mean wages.



Median Calculation

The median figure is the middle between lowest and highest wages. The median gap is calculated by the difference between the middle of the female and male wages.





IN NUMBERS

Of our 314 relevant employees, one third are female.



37%



63%

Upper Quartile



Upper Middle Quartile



Lower Middle Quartile



Lower Quartile



Percentage of employees in pay quartiles – 2022

This data shows that the female population is mostly distributed across the two lower quartiles. This clearly shows that females proportionately hold fewer senior positions than males within the company.

- Female
- Male

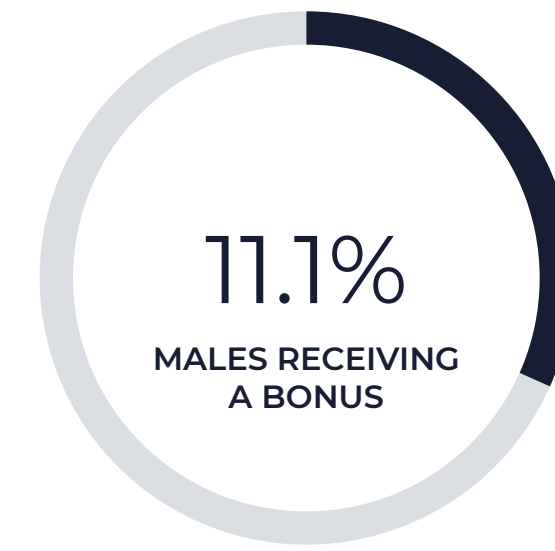
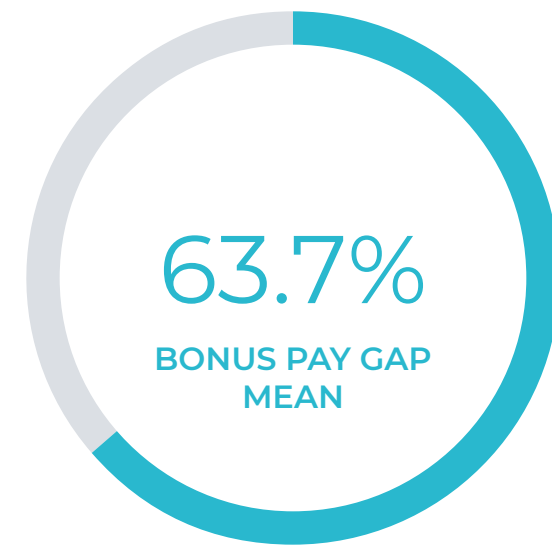
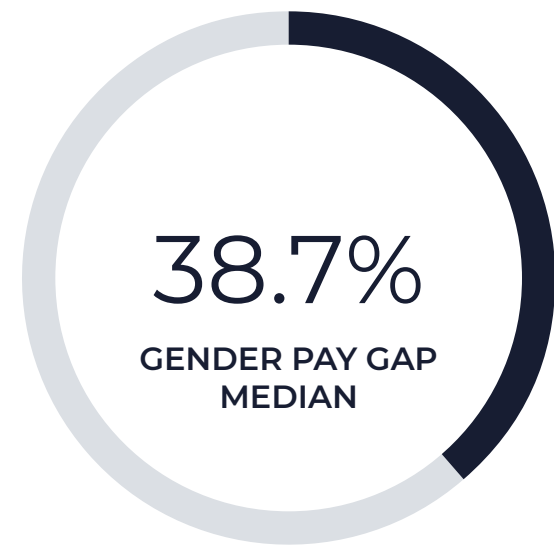


Gender Pay Gap

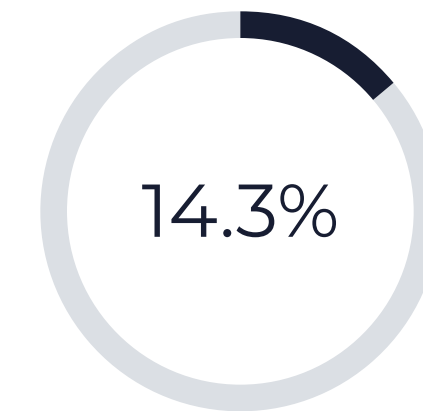
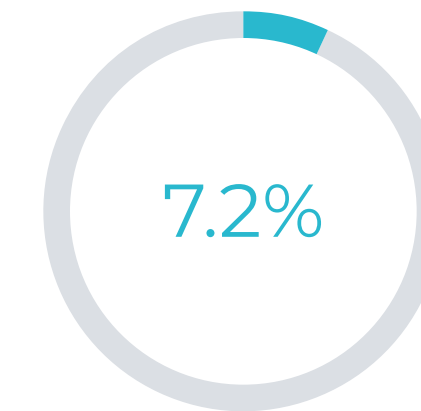
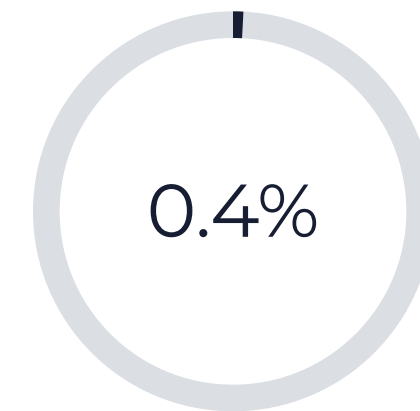
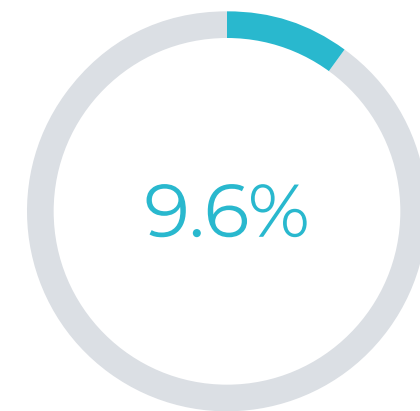
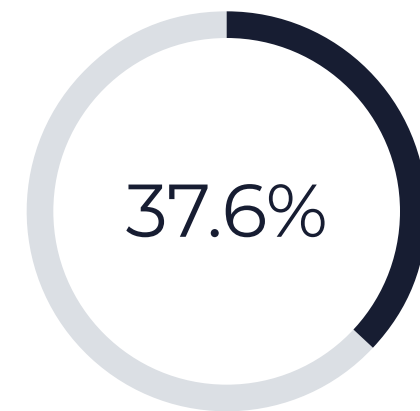
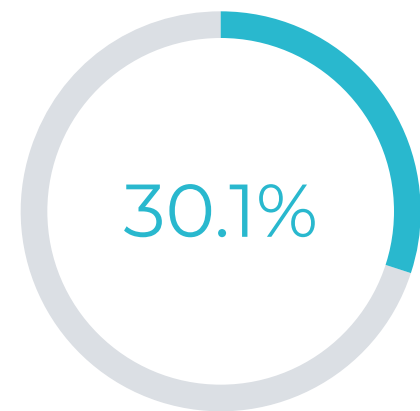
Bonus Pay Gap

Percentage Receiving Bonus Pay

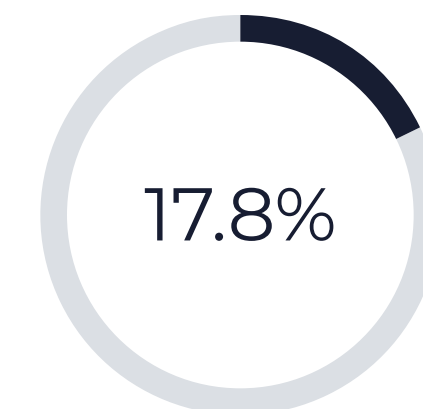
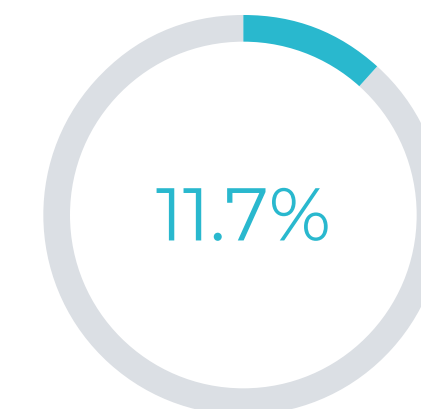
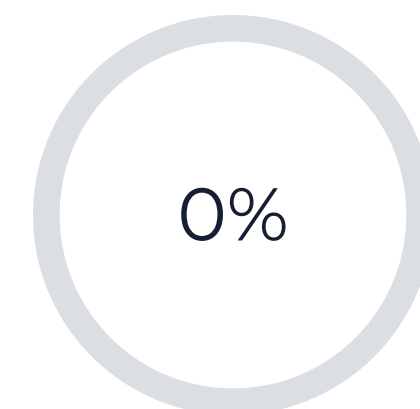
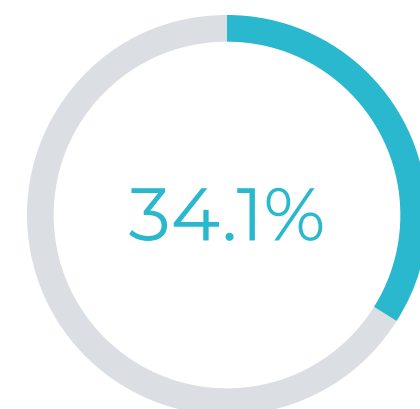
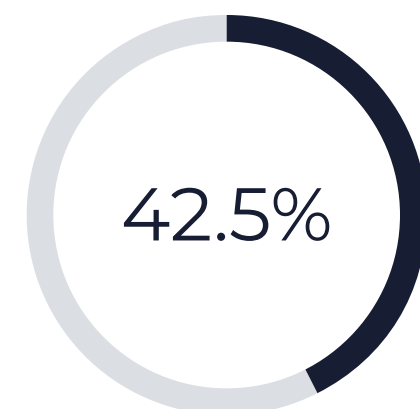
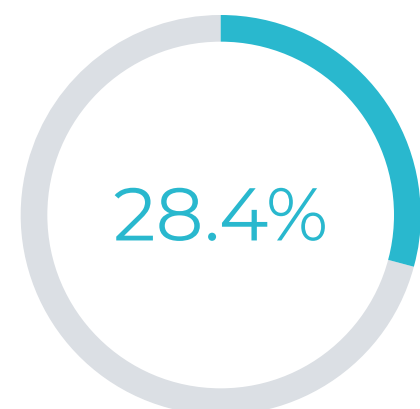
2022



2021



2020





STATUTORY DISCLOSURES

Xodus Group Ltd	Mean	Median
Gender Pay Gap	28.1%	38.7%
Gender Bonus Pay Gap	63.7%	13.0%
Proportion receiving a bonus		
Female		5.2%
Male		11.1%

Proportion of females and males by pay quartile		
Quartile	Female	Male
Upper	21.3%	78.7%
Upper Middle	24.0%	76.0%
Lower Middle	28.0%	72.0%
Lower	64.9%	35.1%

Declaration

We confirm the Xodus gender pay gap calculations are accurate and meet the requirements of the regulations.

Tracey Hart,
HR Director