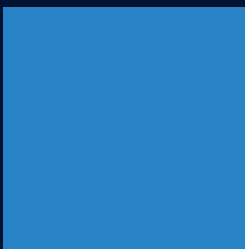


Addressing the gap



Foreword

Our people are at the heart of Xodus and always have been since we founded the company in 2005. We have always aimed to support our individuals in achieving their ambitions, which in turn contributes to the success of the company.



We know that an inclusive and diverse environment fosters creativity and innovation which improves decision making through clever thinking. We are proud to employ people from a range of backgrounds and the diversity of our people is a major part of why Xodus has continued to evolve and develop over the last 15 years.

However, we know that we can do more, and it is essential that we recognise the value a diverse workforce can have on our future.

This report reflects issues on the representation of females throughout the business. Although we are beginning to take steps in important areas such as leadership engagement and improving our recruitment policies, we still need to address the gender pay gap. The high percentage of males in engineering and technical roles is a common trend across the industry, not only at Xodus, but we are committed to changing this.

Therefore, we are setting clear, concise ambitions to narrow this gap. This includes a 50/50 female/male graduate intake across all divisions, increasing the percentage of women to make up at least 30% of our business at all levels, halving our gender pay

gap and making it possible for project managers to work part-time.

These commitments actively support the development and progression of women and the increase of female representation in Xodus. We also aim to inspire the next generation through our continued Science, Technology, Engineering and Mathematics (STEM) work and further education-based initiatives.

The success of achieving our ambitions is a key part of our diversity and inclusion strategy, therefore I am pleased to announce that we have appointed Dami Ladeinde to the role of Diversity & Inclusion Transformation Manager. In this role Dami will provide the focus and support to enable us to realise our goals. You can hear more from Dami later in this report.

Ultimately, I want Xodus to be a company that attracts the best talent with an environment where we can all be ourselves and feel like we belong.

Stephen Swindell
Managing Director

What is the gender pay gap?

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

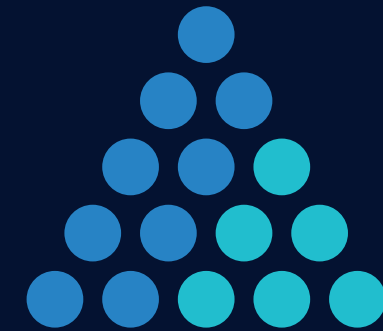
Employing approximately 316 people on the 'snapshot' date, Xodus met this criterion for the first time and are therefore required to report and publish our gender pay gap.

Equal Pay v Gender Pay Gap

It is important to note that equal pay and the gender pay gap are different.

The gender pay gap 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 gender pay gap 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.



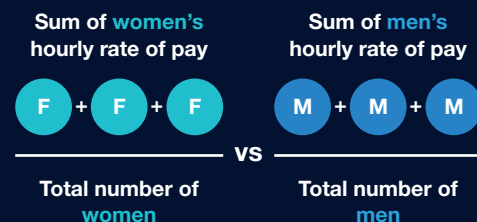
Gender Pay Gap

Men are more likely to be in senior roles resulting in the gender pay gap

- Female
- Male

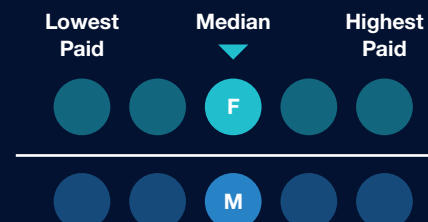


The difference between mean and median



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.



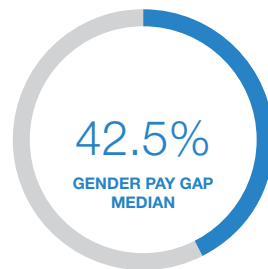
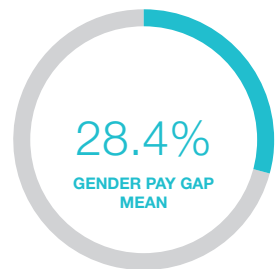
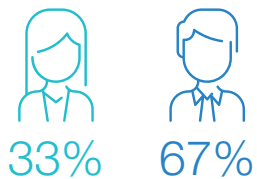
Median Calculation

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.



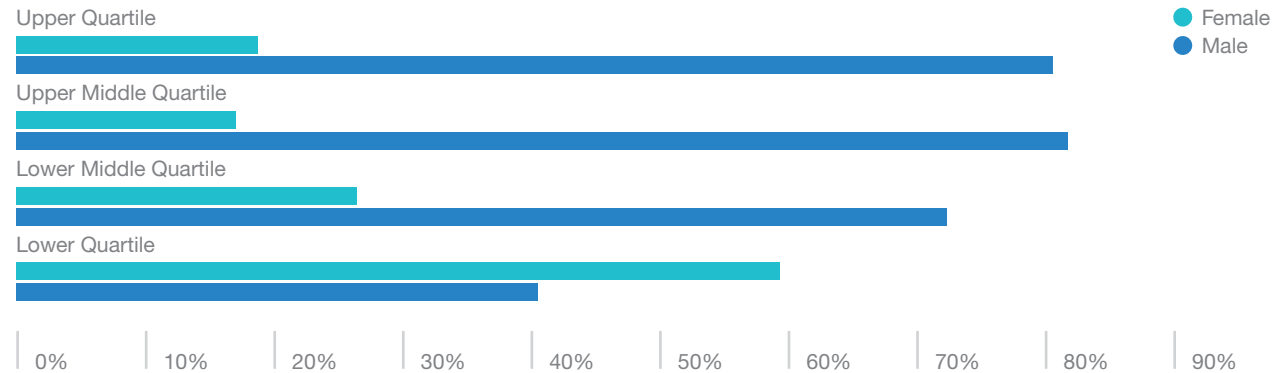
At a glance

Of our 316 relevant employees, one third are female.



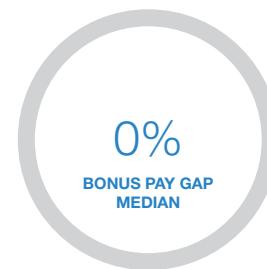
The gender pay gap

The data shows that the female population of employees have lower average earnings than the male population of employees.



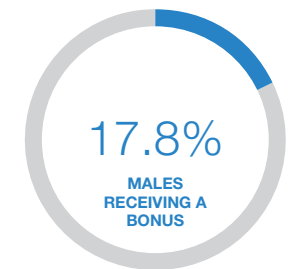
Percentage of employees in pay quartiles

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.



The bonus pay gap

This data shows that the average female receives lower bonus pay than that of males. The bonus paid in the 12 month period prior to the snapshot date include leadership bonuses and Xcellence awards. As we can see in the quartile data we have far fewer females in senior positions, leading to an imbalance of females receiving leadership bonuses. Due to Xcellence awards being paid at set rates we have a neutral median bonus pay gap.



Percentage receiving bonus pay

This is calculated by evaluating the number of bonuses paid to males and females against the total population of each gender. This data shows that male employees are more likely to receive a bonus payment compared to female employees.

Transforming our approach to diversity and inclusion

Our gender pay gap demonstrates the need for improvement, and for further actions to address gender imbalance and close the gaps in female attainment in our organisation.

There are two main reasons for our gender pay gap. Firstly, the majority of our roles are engineering and technical based, and as is common in our industry and in STEM professions, there is still a predominance of men. We also have an uneven distribution of women throughout the organisation with a higher proportion of men in senior technical and leadership roles.

Our vision is to be part of the responsible energy future by attracting and nurturing diverse, high-calibre personnel, deploying their capabilities in an integrated, innovative and intelligent way. The Xodus leadership is fully committed to achieving this. Diversity and inclusion will improve our ability to attract and retain talent, create a sense of belonging and value for our people and allows opportunities for everyone to contribute and progress.

As a process engineering consultant and being part of Xodus for some years now, I'm very excited to be taking on the diversity and inclusion transformation role to support the delivery of our goals and the pursuit of our ambitions in this area. I will be working alongside a D&I employee resource group to identify and enable the changes we need to achieve our ambitions.

We will be targeting specific goals and taking concerted positive steps to increase our diversity as whole as we aim to foster an inclusive culture. In providing the enabling policies, processes, tools and opportunities, we will not only attract and retain more gender diverse talent at all levels but provide the pathways and support to enable women to reach senior and influential positions within Xodus.

We recognise that there are wider societal issues around female representation in STEM careers which affect the gender pay gap and it is why we support STEM activities and initiatives. There are also factors such as unconscious bias which can be improved by an increase in training, awareness and enhanced processes.

We will continually identify and remove barriers which may limit the entry of women and the parity of gender representation and achievement. Measures to increase the equity of opportunity and performance such as increased flexibility in working arrangements and enabling part time work at more senior levels will be also explored.

I appreciate that the process to effect lasting and sustained changes will take time, contribution and commitment from us all. Our focus on diversity and inclusion is absolutely vital for our people and our future. I'm looking forward to being part of the transformative journey.



Dami Ladeinde
Diversity & Inclusion Transformation Manager

Statutory disclosures

Under the regulations we are required to report our gender pay gap data for Xodus Group Limited, as set out below:

Xodus Group	Mean	Median
Gender pay gap	28.4%	42.5%
Gender bonus pay gap	34.1%	0.0%

Proportion receiving a bonus	
Female	11.7%
Male	17.8%

Proportion of females and males by pay quartile		
Quartile	Female	Male
Upper	19.2%	80.8%
Upper middle	18.9%	81.1%
Lower middle	27.0%	73.0%
Lower	58.1%	41.9%

Declaration

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

Tracey Hart
HR Director