

GENDER PAY GAP REPORT 2023





WELCOME

Xodus is intent on creating an environment where women can thrive in their careers and there are encouraging signs of improvement since we started reporting our Gender Pay Gap (GPG), although we acknowledge there is still a way to go.



It has been a year of action and while some of the impacts will be felt in the years ahead, we are seeing positive shoots of change.

Our Women's Network has grown and been very active over the year and their suggestions from pay transparency, domestic abuse action to parental leave have been embraced and embedded as new policies.

We have increased women joiners steadily since our 2020 report from 35% to 44% of all employees. Inclusive growth is embedded in our five-year strategy, but we realise that the main impact to our GPG is the need for more women leaders. We have developed new strategies for elevating women internally and increasing the support we give to hiring managers to ensure we are seeing more women candidates.

We introduced our Elev8 coaching programme, focused on helping women identify and overcome their headwinds to succeed, which is now going to be rolled out globally, having seen the positive impact on career development. And there has been a big focus on encouraging and supporting women with STEM backgrounds, who have had a career break, to return to work.

We know that data is key to understanding and adapting, so are gathering more insight through regular surveys. Our Equity, Diversity and Inclusion (EDI) strategy will set out our ambition for a workplace where every person is valued and empowered, including specific goals around representation, flexible working and pay transparency.

“We want Xodus to be THE place to work and for everyone to feel like they belong and we will continue to learn and take action to get us there.”

Tracey Hart, Chief People Officer



REPORTING

Xodus offers equal pay, but has a GPG, by having less women in leadership positions and more women in entry level positions.

Equal pay is the legal requirement for men and women to be paid the same for performing the same or similar tasks. At Xodus we provide equal pay to men and women in the same roles and carefully review all pay and recruitment decisions we make.

Inclusive growth is embedded in our company strategy and an action plan is in place to close this GPG which includes a new recruitment focus to help widen the pool of candidates and coaching support for hiring managers.

Our GPG has reduced slightly in the last year. This demonstrates that our actions continue to move us in the right direction, however we would like this progress to be faster.



ELEV8
Elevating
Women at
Xodus.

“Elev8 is a great programme for women at any stage in their career. I’ve become even more confident discussing my achievements and abilities in front of others.”

Yumi Stow, Senior Process Engineer

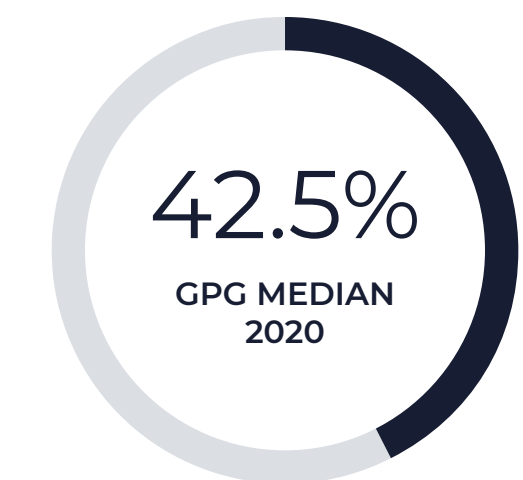
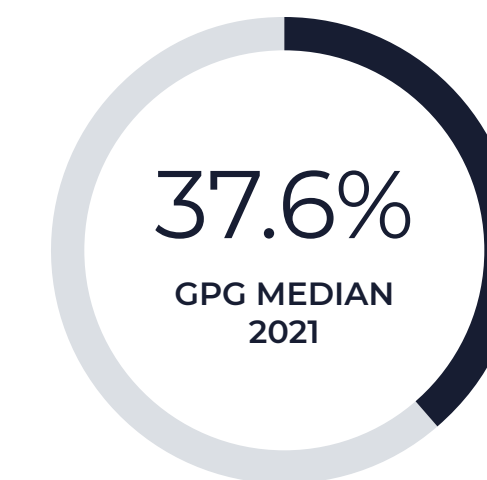
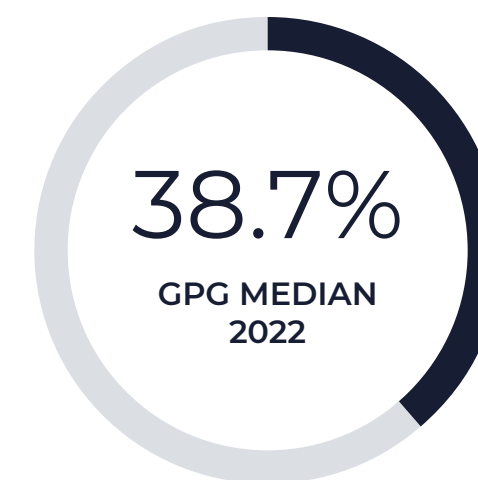
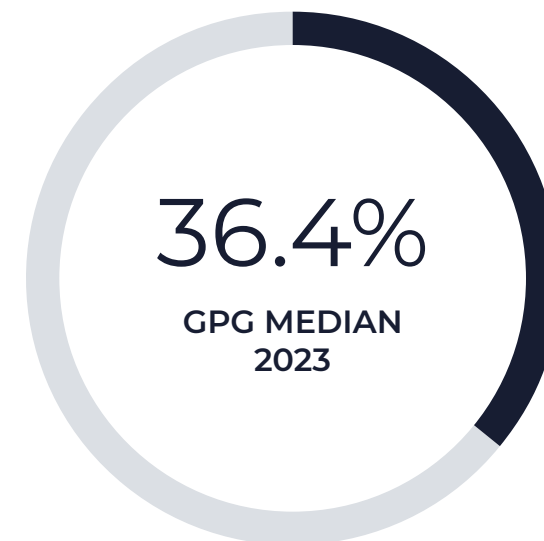
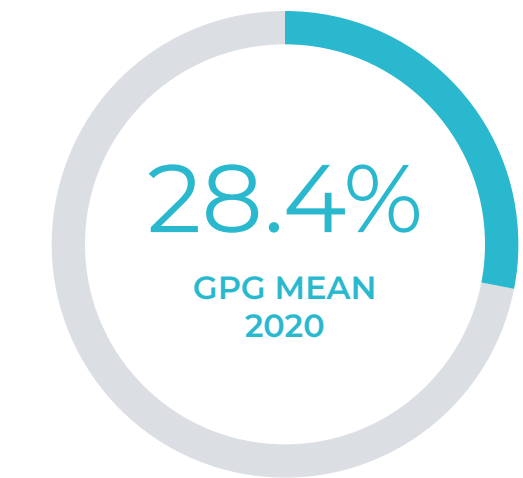
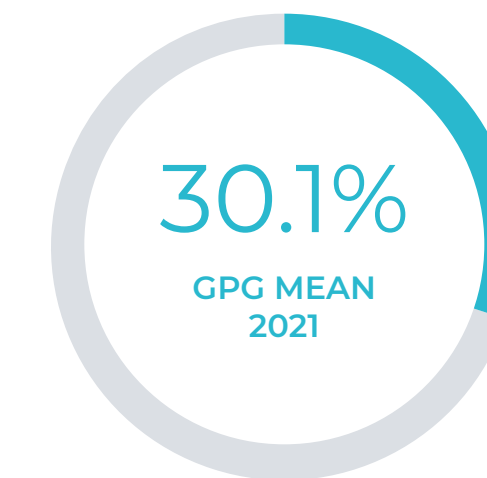
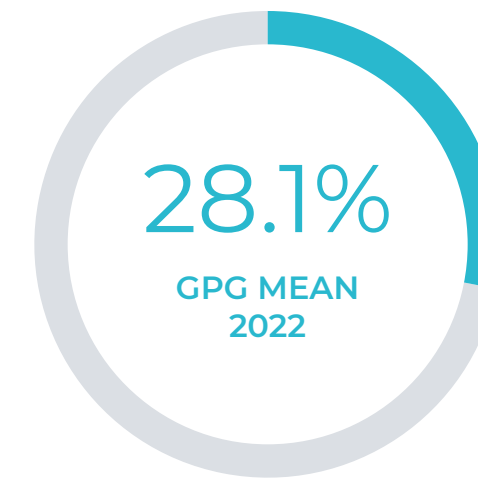
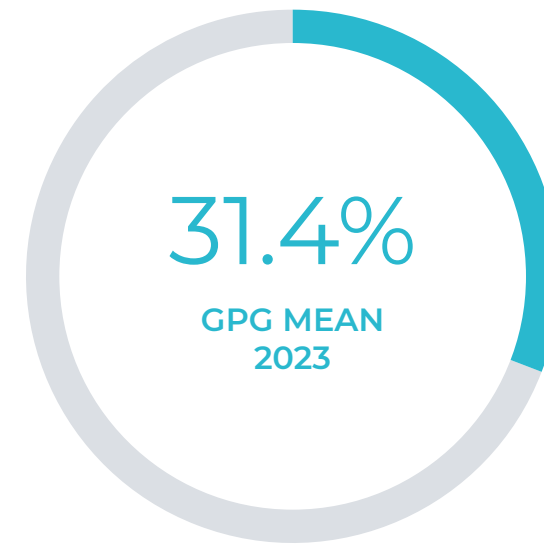


OUR GENDER PAY GAP

Of our 340 relevant employees, just over one third are female.

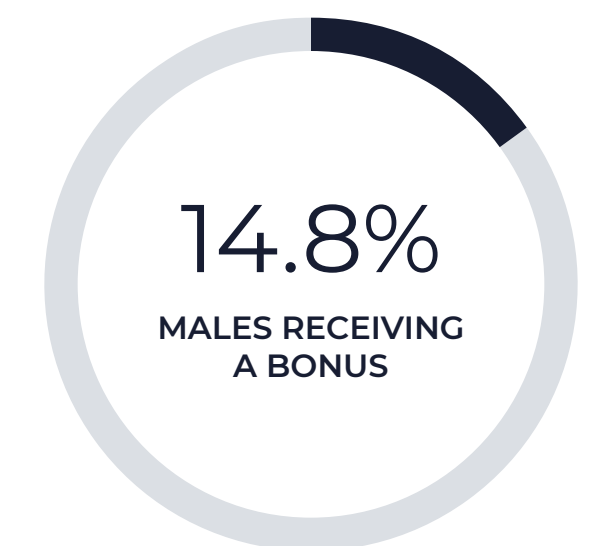
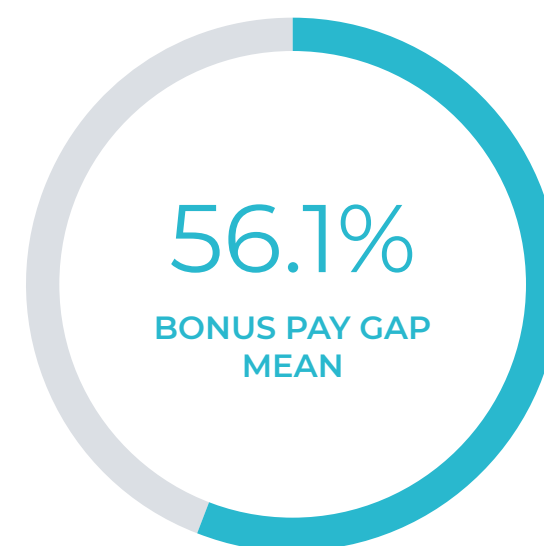
38% FEMALE
62% MALE

The mean calculation is an average of all the pay or bonus earnings of male and female employees. The median is the mid-point in a list of all the pay and bonus earnings of male and female employees.



Bonus pay gap

A bonus was paid to senior leaders for the company's performance in 2022, which was paid in 2023.





PROPORTION OF FEMALES & MALES BY PAY QUARTILE

GPG is the difference between the gross hourly earnings for all males and the gross hourly earnings for all females of our UK employees in Xodus, irrespective of their role or seniority.

Our reporting is based on figures from April 2022 – April 2023, and we plan to gather data to increase reporting in our global offices in 2024.

- Female
- Male

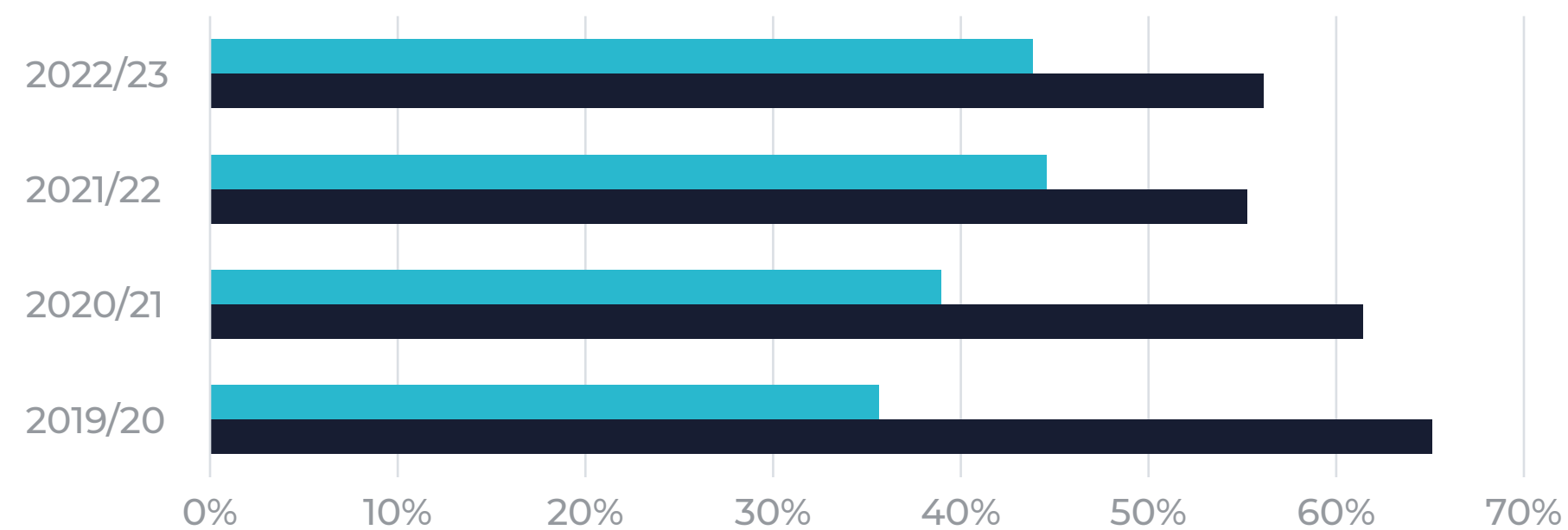




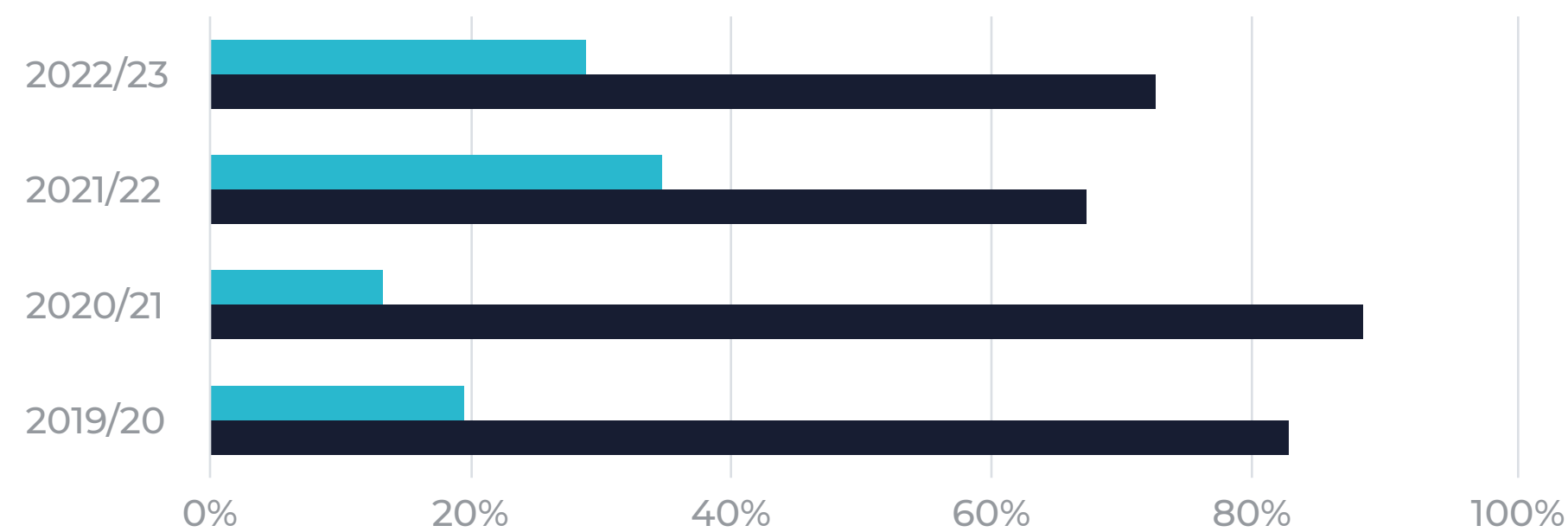
NEW HIRES

There are encouraging signs that proportionately more females are being hired, growing from 35% in 2019/20 to 44% in 2022/23. Whilst the trend is also improving at senior positions, from 19% in 2019/20 to 29% in 2022/23.

All hires



Senior hires



- Female
- Male



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“Elev8 is unlike any initiative I’d ever seen before. It has been specifically designed to support and empower female leaders, enabling them to motivate and encourage other women to succeed.”

Caragh McWhirr, Global Hydrogen Director

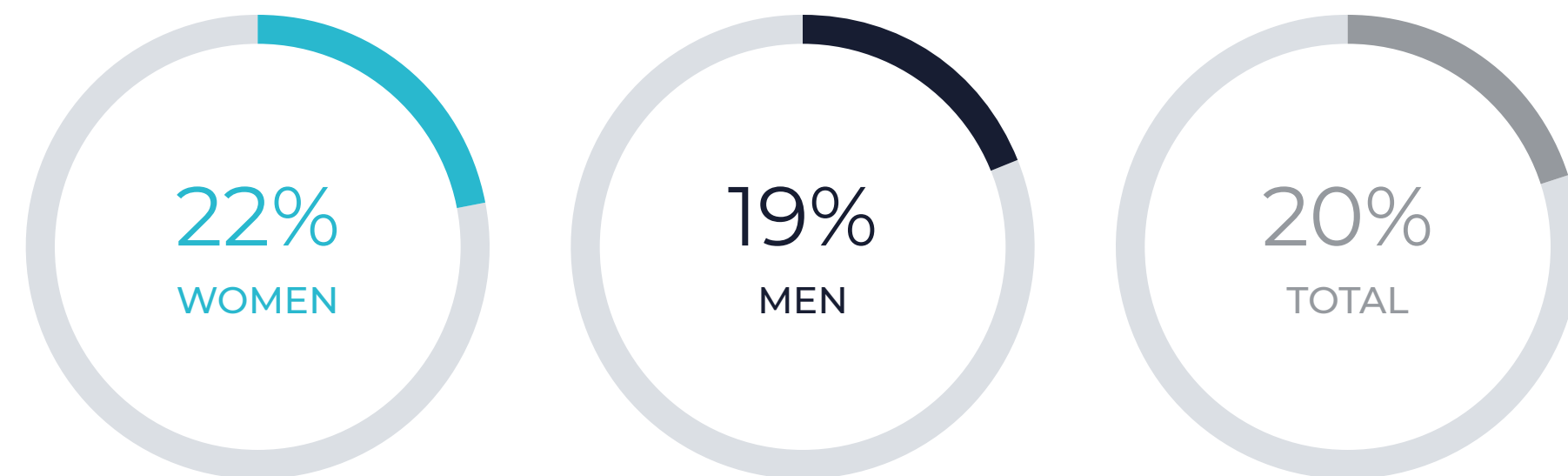


PROMOTING WOMEN

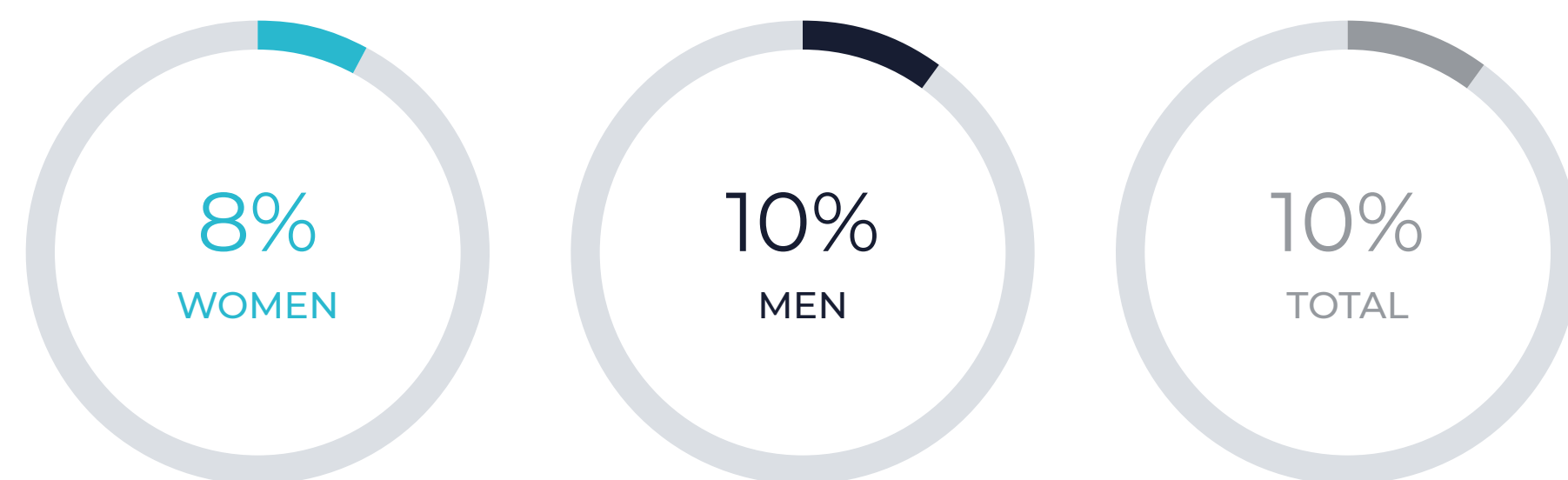
At Xodus, there are equal opportunities for males and females to be promoted. We have seen a positive increase in women being promoted since 2020, when we started reporting our GPG.

Proportion of promotions by gender

2022/23



2019/20



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“Since we completed Elev8 many have had successes and promotions and we’re now more compelled to shout about them. Women are not always the best at self-promotion, but it’s important to show what’s possible.”

Laura Lawton, Principal Geologist



BELONGING & CONTRIBUTING

Our Women's Network has become firmly established and has influenced several positive policy changes to foster our inclusive working environment. It is one of our four employee networks with our Neurodiversity Network being the latest addition.

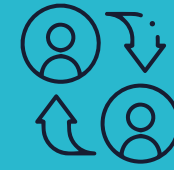
Our employees' voices are being heard and positive improvements are being made based on their invaluable contributions.



MEASURING PROGRESS

Our detailed EDI survey carried out in 2023 helped inform the development of a new EDI strategy which will be launched in the first half of 2024, setting our ambition for a workplace where every person is valued and empowered. It includes goals around representation, flexible working and pay transparency. We also carry out bi-annual engagement surveys which allow us to benchmark, respond to feedback and inform improvements. We have employees enrolled in the UNGC Target Gender Equality Accelerator programme to further help set goals for women's representation in leadership and gender quality.

We want to create a safe space for feedback and know how we can support and develop our people to do their jobs to the best of their abilities.



INCLUSIVE LEADERSHIP

Senior business leaders have strongly advocated and empowered people to lead on culture and policy changes and introduced new training and development initiatives to support career development. Senior leader sponsors have enabled the development of our new EDI strategy and supported industry engagement such as our regular Empowering the Energy Industry events which brings together women from the sector in a small and supportive group environment to network, openly discuss shared issues and hear from inspiring leaders.

Our leaders are enabling positive changes and advocating for increased diversity and inclusion.



ENGAGEMENT & DEVELOPMENT

Our Elev8 programme is designed to provide women with a supportive network, bespoke coaching and the tools required to tackle headwinds to elevate career development. Following a successful pilot, we are going global with Elev8 in 2024 with two new cohorts. We have also introduced a STEM Returners programme to encourage and support women with engineering and science backgrounds to return to work after a career break.

We want to empower women to excel in their careers and create a supportive environment for people at all stages of their development.



POLICY & PROCESS

We work flexibly and believe in creating an environment where people can influence change. We have introduced several new policies in the last year based on feedback and suggestions from our Women's Network, including domestic abuse and parental leave, with baby loss and life event leave policies in progress.

We encourage our people to lead on culture and policy changes to create a working environment they are proud to be a part of.



ELEV8 SPOTLIGHT

Elev8 was piloted in 2023 as a six-month programme to build the skills, confidence and capabilities of women in Xodus.

Through a series of workshops and group coaching sessions the programme was designed to develop career activism, resilience and leading with personal impact, empowering women to identify any headwinds they face to reach their potential.

With the support of an external specialist, the participants covered a variety of thought-provoking modules and attended inspirational talks from women across different industries.

Already half of the original cohort have been promoted or made a positive lateral move. It has been such a success we are extending Elev8 for 2024 globally, with two new cohorts.

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“Right off the bat I’ve felt more empowered to have conversations with my manager on my career and I’m more aware of what I’m communicating and keeping my own internal dialogue in check.”
Nichola Lacey, Interim Environment Division Manager



SPOTLIGHT ON STEM RETURNERS

Xodus launched its first STEM returners programme designed to encourage professionals back into careers after a break.

We want to increase diversity and female representation in engineering disciplines including technical safety and risk, subsea and pipelines.

There is a common misconception that a 'CV gap' equates to a deterioration of skills and the 12-week

programme aims to encourage and support highly qualified STEM professionals to return to work after a career break through coaching, networking and mentoring, helping to build their confidence.

Both female participants have been offered permanent roles and we are now looking to expand the programme.

After redundancy led to a break from the energy sector, Diane Horsfield has landed a principal engineer role after completing the programme and is now returning as a mentor for the next cohort.

“The STEM returners programme has been pivotal for me in getting back into my career. It not only supported me to find a role I was passionate about, but gave me the tools to bring me back up to speed with the industry. It helped me to believe in myself and gave me the confidence boost I needed after being away from the sector. The team could not have been more supportive throughout my entire journey – I feel like I am back to me.”



Diane Horsfield,
Principal Engineer



STATUTORY DISCLOSURES

Xodus Group Ltd	Mean	Median
Gender Pay Gap	31.4%	36.4%
Gender Bonus Pay Gap	56.1%	86.2%

Proportion receiving a bonus

Female	10.0%
Male	14.8%

Proportion of females and males by pay quartile

Quartile	Female	Male
Upper	21.0%	79.0%
Upper Middle	28.4%	71.6%
Lower Middle	36.6%	63.4%
Lower	65.4%	34.6%

Declaration

We confirm the Xodus GPG calculations are accurate and meet the requirements of the regulations.

Tracey Hart,
Chief People Officer