



OCU Group
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Gender Pay Gap Report 2023

March 2024



Foreword

I am pleased to present the first Gender Pay Gap “GPG” Report for OCU Group, marking a key step in our journey of growth and commitment to equality. The 2023 report is focused on OCU Utilities, our first company to undertake public reporting. By 2025, we will extend this effort to include all business entities within our group, reinforcing our dedication to transparency and our belief in the power of diversity to attract and retain outstanding talent, irrespective of gender or background.

Our commitment to building an inclusive workplace goes beyond meeting legislative requirements. We value diversity in all its forms as essential to our organisation’s success. Recognising our gender pay gap is just the beginning; we are committed to taking meaningful action to improve. Our strategy aims to significantly increase female representation at all levels of our company, thereby enhancing a workplace that is equitable and inclusive for all, in line with our ethos of ‘One Company United.’

Our current gender pay gap reporting reflects the broader trends within our industry, which is predominantly male at most levels, especially in leadership positions. We have laid out specific steps to not only enhance women’s representation within OCU but also to lead by example in our sector. By way of example we are a premium partner to the Womens Utilities Network. We are dedicated to reducing the gender pay gap and contributing to a fairer future for everyone.

Thank you for being part of this essential journey; your involvement and support are crucial as we work together towards not only advancing our company but also setting new standards for our industry. Together, we are making strides towards a more balanced and equitable workplace.

Michael Hughes
Chief Executive Officer
OCU Group



Understanding ‘Gender Pay Gap’ and how it is calculated

In accordance with the UK’s Gender Pay Gap Regulations initiated in April 2017, organisation’s employing over 250 individuals are required to annually disclose distinct figures showing their gender pay disparities. This initiative aims to enhance transparency and foster an environment where gender equality is not just encouraged but enacted through measurable data.

For the current reporting year, OCU Group is meeting these regulations through our first entity eligible for gender pay gap reporting. Looking ahead, we are committed to expanding our reporting to include comprehensive group-wide figures starting from 2025, embodying our pledge towards greater transparency and accountability across all our operations.



OCU Group is a premium partner of
Womens Utilities Network

Data Reporting

The data we are required to report includes:

Mean Hourly Rate of Pay:

The difference in average hourly rates of pay.

Median Hourly Rate of Pay:

The difference at the midpoint of hourly pay.

Mean Bonus Pay Gap:

The difference in average bonus payments received.

Median Bonus Pay Gap:

The difference at the midpoint of bonus payments.

Bonus Recipients:

Information on those who received bonus pay.

Quartile Pay Bands:

The number and percentage of employees in lower, lower-middle, upper-middle, and upper quartile pay bands.

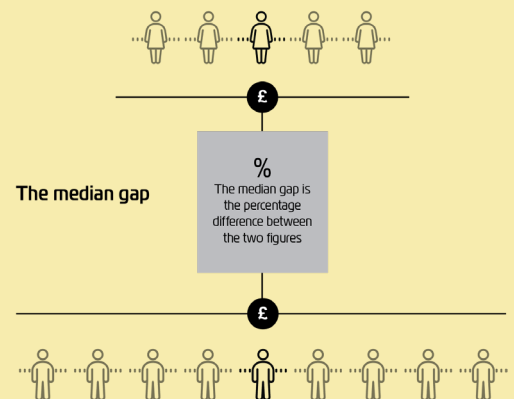
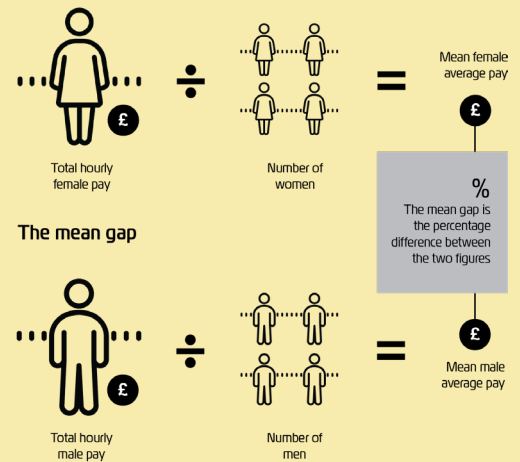
Calculating the mean.

The mean gender pay gap is calculated by adding up all average hourly salaries and dividing them by the number of employees. The resulting gap is the percentage difference between the average hourly pay figures for women and men.

Calculating the median.

The median gender pay gap is calculated by separately ranking the hourly pay for the middle male and female employee. The resulting gap is the percentage difference between the mid-points in male and female hourly pay.

The same methodology is applied to calculate the mean and median gender bonus gap.





Our Pledge to Bridge the Gap

The gender pay gap and equal pay, whilst related, address different issues within the spectrum of workplace equality. Equal pay pertains to the principle of ensuring men and women are compensated equally for performing identical or substantially similar work. On the other hand, the gender pay gap delves into more comprehensive, systemic disparities in pay across the entire workforce, regardless of job role or seniority. Generally, this gap can highlight not just differences in pay for similar roles but also reflects broader structural inequities that influence compensation and career progression opportunities for men and women.

OCU Group acknowledges the complexity of the gender pay gap issue and is committed to meeting this challenge. Our approach is twofold: maintaining transparency in our practices and reports, and actively pursuing strategies aimed at fostering a more equitable workplace for all employees. We understand that addressing the gender pay gap requires a sustained effort that goes beyond ensuring equal pay for similar roles.

We are dedicated to examining and amending where appropriate the factors that contribute to the pay gap, including reviewing recruitment practices, promotion criteria, and professional development opportunities to ensure fairness and equity at every organisational level. By doing so, we aim not only to minimise the gender pay gap within OCU Group but also to set a precedent for positive change within our industry.

In this journey towards equity, transparency serves as our guiding principle, ensuring that our progress and challenges are communicated openly. We invite our employees, stakeholders, and the broader stakeholders to join us as we move towards a more equitable and inclusive future for all.

Mean and median
gender pay gap

32.2%

Mean

31.3%

Median

Mean and median
bonus gap

82.63%

Mean

49.35%

Median

Proportion of
employees receiving
a bonus payment

33.13%

Female

32.12%

Male



Addressing Our Gender Pay Data

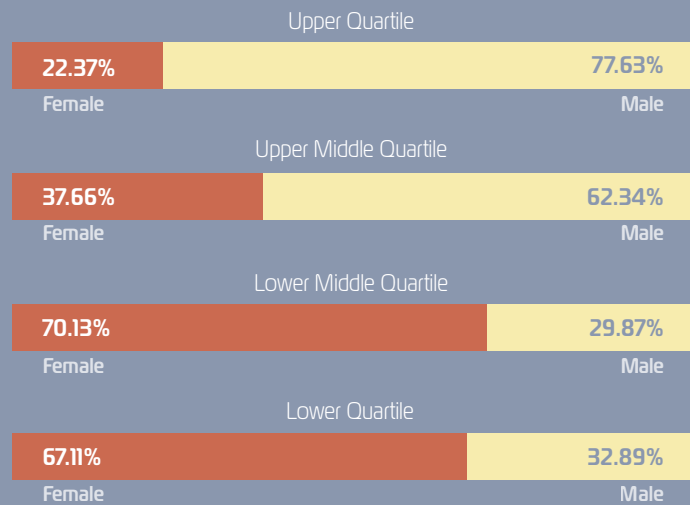
As we stand at the outset of our reporting journey, it's important to note that without previous reports, direct year-on-year comparisons aren't possible. Yet, this initial analysis establishes an essential baseline, enabling us to measure our advancement over time.

The composition of our workforce at OCU Utilities distinctly impacts our gender pay gap. Notably, the distribution of male and female employees within our company is approximately even—a rarity within our industry. However, this balanced distribution doesn't extend to our senior leadership roles, which are predominantly held by males, mirroring a trend seen across the sector.

Our data reveals a mean gender pay gap of 32.2% and a median gap of 31.3%. These figures predominantly stem from an underrepresentation of women in higher-paying roles. The construction and utilities sector, as reported by the CIPD, continues to exhibit one of the most significant gender pay gaps across all industries. While OCU Utilities, and the wider Group, boasts a higher female representation compared to industry averages, a significant number of these roles reflect lower-paid positions such as administrative, support, or entry-level roles, including apprenticeships.



Proportion of women and men in each quartile of the organisations pay structure



The most notable gap is observed in our mean bonus pay, where the average bonus payout for women is 82.63% lower than their male counterparts. This discrepancy largely arises from the structure of bonus distributions, which are often a percentage of baseline salary, a benefit more frequently allocated to those in senior positions, roles more commonly held by men, in both our wider industry and within OCU. The median bonus gap of 49.35% is another aspect, indicating that the midpoint female employee receives less in bonus payments compared to the midpoint male employee. The bonus disparity also reflects our decision to issue a discretionary cost-of-living bonus to our lower-paid staff, who are predominantly female. While this initiative succeeded in increasing the percentage of women receiving bonuses, it inadvertently widened the mean bonus pay gap among female employees.

Our resolve to mitigate the gender disparity within OCU Group and to bring benefit to the broader industry remains unwavering. We are aware that achieving gender parity, especially in sectors traditionally dominated by males, is a complex challenge.

Nevertheless, we are dedicated to improving an environment where every employee has equal opportunities to excel and contribute, irrespective of gender. Through clear transparency, targeted actions, and a united effort, we are committed to making substantive strides towards narrowing the gender pay gap and enhancing the representation of women across all levels of our organisation.

“By creating awareness of the gender pay gap it will stimulate positive changes, emphasising inclusivity, development, and career progression for women. We’re investing in leadership training, enhancing recruitment practices, and fostering an empowering work environment. Our journey continues, but we’re committed to creating a more equitable workplace to address the gender pay gap.”

Lucy Miller

Group HR Director - OCU Group

Partnerships and Policies

At OCU, our dedication to growing an inclusive culture and increasing workforce diversity is tied to our strategic partnerships and forward-thinking policies. We recognise that true advancement in diversity and inclusion goes beyond internal initiatives, extending into collaborative efforts that leverage the strengths of external organisation's and communities.

Central to our strategy is establishing alliances with entities that share our vision for diversity and inclusion. A prime example of this approach is our partnership with the Women Utilities Network, a collaboration designed to elevate women's careers within the utilities and energy sectors.

This alliance, among others, symbolises our proactive stance on creating avenues for women to progress and lead within our industry. Additionally, our accolade from the 5% Club, acknowledging our commitment to apprenticeship programs, highlights our proactive efforts to foster a diverse talent pipeline, emphasising the importance of female representation within our team.

Our commitment to diversity and inclusion is present in the policies aimed at supporting our employees through various life stages and challenges. We have made significant enhancements to our maternity leave provisions, ensuring that employees who are new parents have ample time and support to bond with their newborns. In parallel, our early adoption of neonatal care policies shows our commitment to supporting women as they balance the dual responsibilities of career and motherhood. These policies are testament to our understanding that an inclusive workplace is one that accommodates the diverse needs of its workforce.

As an organisation with a strong national presence and a commitment to local impact, we actively seek out and engage with initiatives that add value to the communities we work in. This ensures that we listen and learn from the diverse communities we interact with.

Our journey towards a more inclusive and diverse workplace is driven by these partnerships and thoughtful policies.



Commitments and Action Plan

We are committed to making changes on an ongoing basis, this is not a one-off exercise. At OCU Group, we acknowledge the progress made to date in addressing gender imbalances, through strategic senior female appointments and targeted development initiatives. However, we are also aware of the considerable challenges that remain.

Our dedication to making a significant shift in our gender pay statistics is non-negotiable. We anticipate that this is a three-year journey to realise measurable improvements in these areas. This time-frame allows the investment in careers that we are making today to materialise in the workforce of our mid-term future.

This work is an ongoing commitment for us, recognising that achieving a more balanced representation and closing the gender pay gap is a complex challenge that requires time, persistence, and strategic action.



Key Commitments

Starting Enhanced Reporting in 2025: OCU Group will begin sharing detailed reports about our whole company from 2025, going beyond what the law requires. This effort shows our commitment to being open and embedding our core values across the company. Our plan includes:

- **Boosting Female Talent Across All Levels:** We're focused on increasing the number of women in our company, from newcomers to seasoned professionals.
- **Early Careers Academy:** Offering training across the country for those new to the utilities and energy sectors, setting them up for success.
- **Graduate Scheme Across the UK:** A targeted program to help recent graduates gain the skills they need, both theoretical and hands-on.
- **Working Together with Other Organisations:** Our partnership with the Women Utilities Network is a key part of our strategy, aiming to offer networking and professional development opportunities not just for our team but for others in the industry too.
- **Broad Training Efforts:** We're rolling out training for everyone in our company to better understand diversity and inclusion and tackle bias. This is about making our workplace welcoming for all and giving women the tools they need at every stage of their careers.
- **Programs for Leadership and Development:** Special training programs will help women get ready for and succeed in higher-level and better-paid roles.
- **Making Hiring More Inclusive:** We're changing how we recruit to bring in more women, making sure our job ads are welcoming to everyone and keeping an eye on our hiring process to make sure it's fair.



- **Reviewing and Adjusting Job Roles:** We'll be checking and adjusting job roles across the company to make sure everyone is treated fairly, fixing any inequalities we find.
- **Setting Strong Foundations for Lasting Change:** Our focus is on fixing long-standing imbalances and laying down the basics for ongoing efforts to reduce the gender pay gap. We're committed to building a place where everyone can do well, showing that our efforts go beyond just the numbers.

Directors Statement

We know the historic tendency of management positions to be filled by men and the impact this has on the gender pay gap is a big issue in our industry. Simply knowing about it isn't enough; we need to actively work to make things better. We're setting up special programs and training initiatives to help women advance their careers and get into higher paid roles. Our aim is to make energy transition and utility contracting a fairer and more diverse marketplace for all employees. At our company, we're committed to equitable recruitment, fair pay, and fair treatment for all our employees.

Adrian O'Sullivan

Chief Operating Officer
OCU Utility Services Limited

Conclusion and Looking Forward

At OCU, we acknowledge that addressing the gender pay gap is a tough challenge, extending far beyond mere adjustments in pay.

It involves removing both organisational and societal obstacles that impede equal opportunities for all our employees.

Our commitment is to create a culture within our workplace that actively creates the right balance.

This commitment to diversity is not just a moral or ethical stance; it's a strategic one, understanding that a diverse workforce is key to being the leading contractor in energy transition and utilities contracting.

As we move forward, our focus on closing the pay gap and investing in women will be central to our mission of 'One Company United,' driving us toward a future where equity and unity demonstrate our success.

Our Pledge

Raise Awareness for Change:

Addressing the gender pay gap goes beyond simple wage adjustments. It's about educating our team about the root causes and nurturing a company culture that creates a clear path to equality.

Support Our Team:

At OCU Group, we are committed to creating positive environment for all employees. We see a workplace where every individual, regardless of gender, finds the support they need to succeed.

Support Diversity and Inclusion:

We're committed to support diversity and inclusion, believing firmly that such a focus will strengthen our workplace culture.

Prioritise Talent Development:

Improving workforce diversity remains at the forefront of our objectives. Through thoughtful recruitment and meaningful retention strategies, we're dedicated to assembling a workforce as diverse and dynamic as the communities we serve.

Mirror the World Around Us:

We will create a business that reflects the communities we serve and be better positioned to deliver the best solutions for our clients.

Invest in Women's Progression:

Our actions will empower women within our teams and by investing in their growth we pave the way for a more balanced and fair workplace.

Unite for a Shared Future:

Together, we stand ready to remove the gap, encourage development, and grow a work environment where every person has the opportunity to flourish. As 'One Company United' we see a future marked by equity and achievement for all.



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Statutory Declaration

I confirm that the data and information presented in this report are accurate and meet the requirements of the UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Michael Hughes

Chief Executive Officer
OCU Group