

GENDER PAY REPORTING 2018



At Natural Power we recognise that our greatest asset is our people.

Diversity & Inclusion is about making a sustainable and measurable difference to business performance and culture by creating a workplace where everyone is valued and feels valued. At Natural Power, we believe there's a strong moral and commercial case for doing so. Gender diversity-in fact all diversity-creates a stronger, sustainable and valuable business so we need to keep working at creating an environment which is desirable to all our people. Our priority is to appoint the best candidate for any given role, so we want to select from the widest possible pool of potential recruits.

The culture at Natural Power encourages everyone to be themselves and we strive to "help people succeed". We recognise that reporting on gender pay helps to focus attention and encourages the market to work together to create a better balance. Our renewable energy consultants include engineers, analysts, environmental experts and project managers. Like many other science, technology and engineering companies the majority of these roles have been filled by men. To achieve our organisational goals we need to attract, retain and harness the skills of all our talented people, both men and women. We hope to do this by building an inclusive culture that celebrates diversity of thought, innovation and challenge, so that all of us may flourish.

PAY GAP (DATA AS AT APRIL 2018)

Difference in mean hourly rate of pay	26%
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Difference in median hourly rate of pay	27%
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Unlike equal pay which refers to paying a man and a woman the same amount for the same, or similar work, a pay gap is the difference in average pay between men and women in an organisation. It is the result of gender imbalance - having more women in

junior roles or fewer women in senior roles, relative to men. This means that having a pay gap is likely to persist until organisations have fair representation of men and women at every level - something we are trying to address.

**PROPORTION OF MALE AND FEMALE UK EMPLOYEES
ACCORDING TO QUARTILE PAY BANDS**



BONUS GAP (DATA AS AT APRIL 2018)

Due to a difference in timing of bonus payments between this year and last year there were no bonuses paid out in the year from 6th April 2017 to 5th April 2018. The bonuses relating to the financial year end 31st December 2017 were paid out after this period and will therefore be included in the gender reporting figures for the period 6th April 2018 to 5th April 2019.

WHAT ARE WE DOING ABOUT IT?

We do not believe in quotas or positive discrimination. We do believe in programmes and initiatives that attract the best talent, and foster a culture that gives our people the opportunity to succeed.

We know it's going to take a long time to be where we want to be, but it's important we take the right actions rather than rush into unsustainable, quick fixes. Fundamentally we need to listen, measure and communicate our success. We care about building an environment where all employees have access to the same opportunities. We will continue our work towards this in our

recruitment by trying to ensure that we select the right person for the job, through fair and balanced processes and through development opportunities to ensure that merit alone determines who our future leaders are. In order to support the women we have we also ran a women in leadership programme in 2018. The aim was to give women the usual leadership skills but with the emphasis on being confident to utilise personal style and understand where that style adds value. Having a group of women together to form a network aims also to inspire confidence and self-esteem and provide a useful network to discuss issues that arise in normal work life. The feedback from the course was very positive and we intend to continue running such training in the future to grow and inspire even more female leaders and help some of the women progress into more senior positions. The next course will be aimed at a slightly lower level to help those women who are either new to or not yet in management roles but have potential to gain the self-confidence and ability to progress to higher levels within the organisation.

We will review the wording in our job adverts to ensure that the language is both gender neutral and avoids words that may put off women applicants.

We will review our flexible working policies with a view to improving those for the benefit of all employees.

We will roll out a programme of activities with regards behaviours in the workplace seeking to address any unconscious bias in employees language and behaviours. This will include mandatory face to face training for all senior managers to ensure we set the correct 'tone from the top'.

We will complete a job evaluation process, mapping out all of our roles and introducing a revised grading structure. This will help increase consistency in recognising equivalent levels (for the purpose of grading and salaries), provide more transparent and structured career progression, support succession planning and ensure equal pay for the same roles/levels in the organisation.

DECLARATION

I confirm that the information and data provided is accurate and in line with the UK government's Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Stephen Trotter

Managing Director