

Our Gender Pay Gap Report

We are committed to driving a diverse and balanced company for both our people and our customers and continue to work in a way that supports these objectives. The industry in which we operate is made up of a significantly greater proportion of males than females and this is also true of British Engineering Services. We are always focused on promoting our industry as a place of opportunity for everyone and, in turn, attract more females to our business and are working towards clear and aligned objectives to help us achieve this.



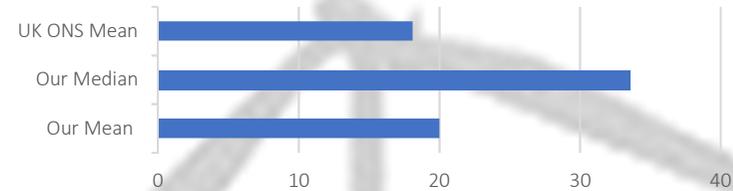
Pay difference between men and women at British Engineering Services

As of April 2017

Mean Gender Pay Gap across all British Engineering Services people in the UK is **20.0%**

Median Gender Pay Gap across all British Engineering Services people in the UK is **33.6%**

UK's National Gender Pay Gap Source: Office of National Statistics 2016 Mean is **18.1%**

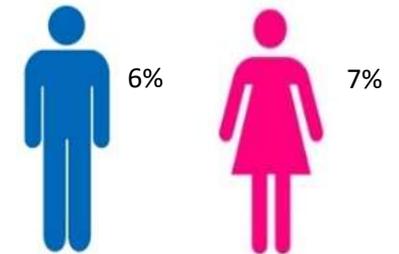


Our snap shot 'gender pay gap' shows the mean difference in pay at our company is 20% higher for men than women and the median is 33.6%. This is a direct comparison of all men and women employed by British Engineering Services in the UK and does not take into consideration levels or roles.

This comparison is distinctly different from equal pay which is focused on ensuring men and women are paid the same for similar roles. A role verses role comparison from our company would show more balanced figures as we are committed to ensuring pay is comparable across our business with starting salaries linked to role type.

Proportion of all UK employees receiving a bonus

7% of female employees at British Engineering Services received a bonus compared to 6% of male employees.



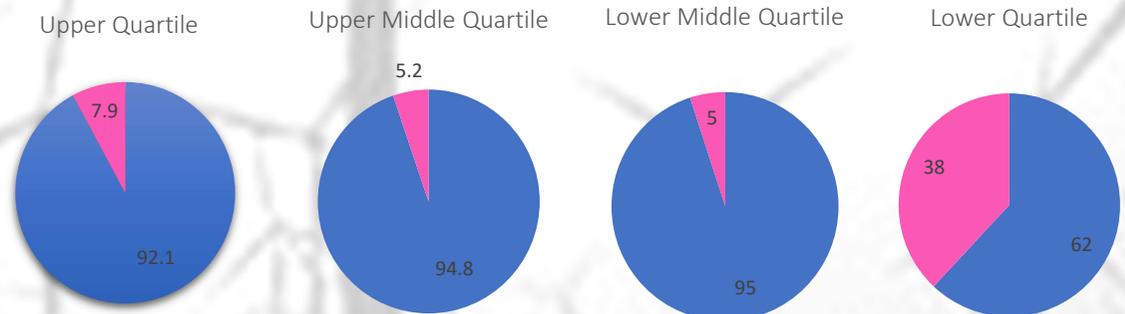
Bonus difference between men and women

	Mean	Median
Bonus	-53%	-100%

British Engineering Services has bonus arrangements for all employees at every level. The data period for this information excluded the annual performance bonus and as a result the bonus data is not truly representative.

Pay quartiles across British Engineering Services

The charts show the gender distribution in percentages across British Engineering Services in four equally sized quartiles. The traditionally male dominated Engineer Surveyor role is reflected in the low number of females represented in the Lower Middle, Upper Middle and Upper quartiles with the greater number of females in the Lower quartile a reflection of the roles they currently carry out at our company. We are focused on attracting more females to our business and the top three quartiles as we work towards re-addressing the gender balance in our industry.



Our ongoing approach to building the best British Engineering Services Team

Since forming as an independent business in 2015, we have spent a significant amount of time and effort on building the very best team to help drive our company forward and deliver the best results.

As with other companies in our industry, we continue to face challenges surrounding a predominantly male workforce. This is historical and something we are focused on changing as we grow and develop. We have more males than females in higher paid roles. We are focused on attracting more females to our senior roles and have a long-term strategy to address this. Training and development is particularly important to us and we recently introduced Aspire, our formal programme of learning, part of which is targeted on supporting our leaders as they move through the company.

The majority of our workforce is made up of Engineer Surveyors, which is a traditionally male dominated role. Those carrying out these roles at British Engineering Services largely sit in our Upper Middle and Upper quartiles and we are looking at ways to re-address the balance in this part of the business. Recruitment is a key part of this and we are working to ensure these roles are equally as attractive and available to males and females.

We are starting to see a positive change of direction and expect to see real results within the next two to five years.



Handwritten signature of Stewart Kay in black ink.

Stewart Kay, Group CEO

Handwritten signature of Steve Dennison in black ink.

Steve Dennison, Group CFO

Handwritten signature of Hannah Mather in blue ink.

Hannah Mather, Group HR Director