



2018 gender pay gap report

for CET Group Holdings Limited
For the period 1st April 2016 to 31st March 2017



Giving our all.



Introduction

This year, for the first time, all large businesses in the UK with more than 250 employees are required to report on their gender pay gap.

We at CET welcome this opportunity.

Our organisation is committed to being transparent about the data. CET will commit to closing the gap by identifying areas where we can make a change and regularly reviewing and reporting on this.

As of March 2018, CET employs 400 people in a diverse range of roles across 11 sites.

We want to ensure that inclusion and diversity is a priority across our business. CET will commit to creating a culture where everyone has an equal chance of development and success.

I confirm that all the information contained in the report is true and accurate.

A handwritten signature in black ink, appearing to read 'P. Eglinton', written in a cursive style.

Peter Eglinton

Chief Executive Officer

About the gender pay gap

The **gender pay gap** is the difference between the average earnings of male and female employees across an organisation.

It is different from **equal pay**, which refers to each gender being paid the same for:

- the same or broadly similar work;
- work rated as equivalent under a job evaluation scheme; or
- work of equal value.

CET is committed to the principle of equal opportunities and equal treatment for all employees.

This is regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy / maternity, sexual orientation, gender reassignment or disability.

We have a clear policy of paying employees equally for the same or equivalent work, regardless of their sex, or any other characteristic set out above.



CET's business areas

Property Assurance

The Property Assurance business provides insurance claim management services. This includes taking home emergency calls and arranging engineer visits, investigating and repairing drain problems, subsidence monitoring and data services.



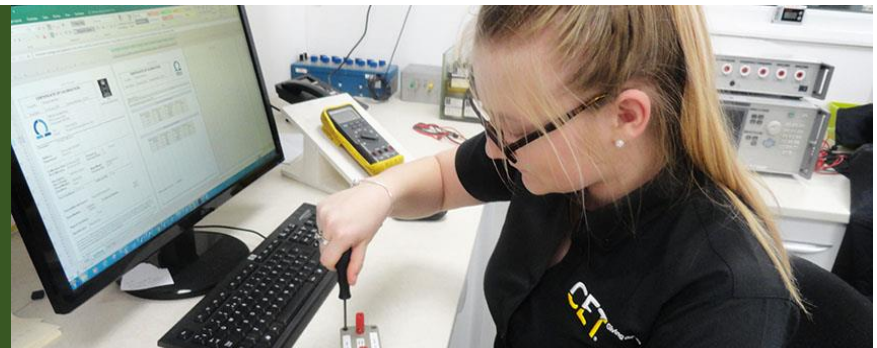
Infrastructure

The Infrastructure business carries out tests on the materials that make up the new construction projects in the UK. Examples include testing the strength of concrete and the materials that make up new roads.



Calibration

The Calibration business tests the accuracy of measuring equipment (such as pressure gauges), and re-calibrates if necessary. Clients range from food manufacturers to electrical installers.

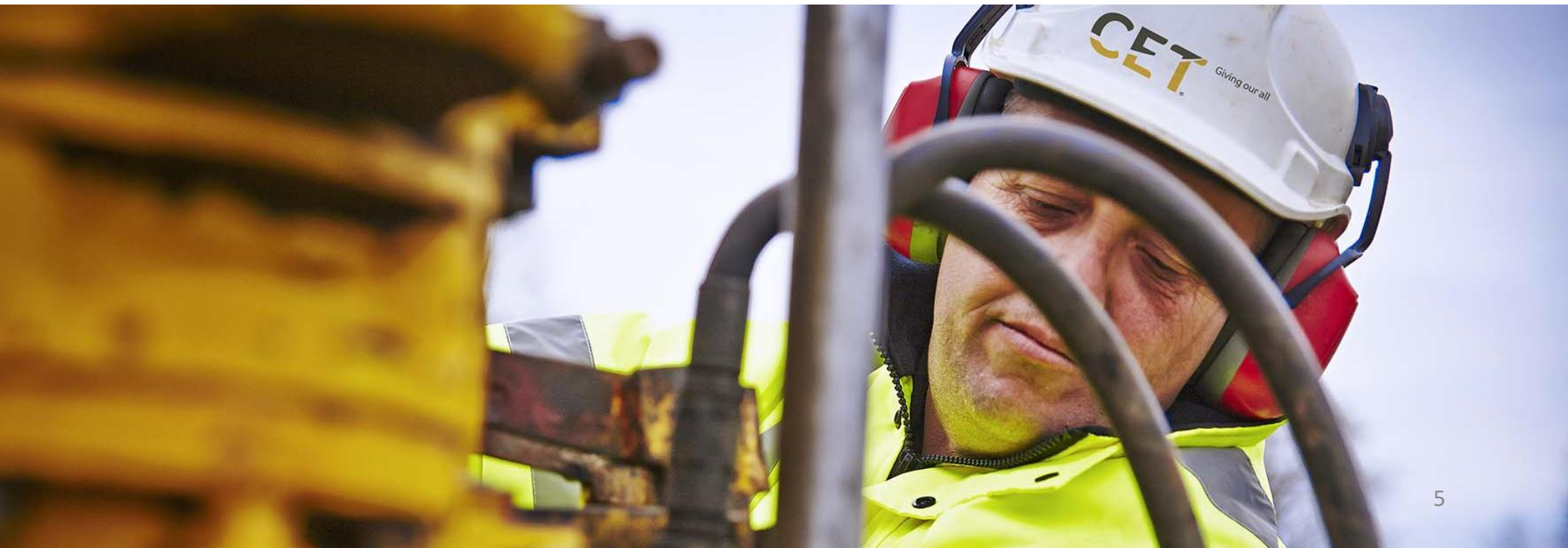


Our workforce

During April 2017, CET had employed 214 male and 61 female employees. The uneven split was more dominant in the Infrastructure side of the business.

Historically the materials testing industry had been a male dominated workforce. We therefore recognise that there will be challenges in the Infrastructure part of our business, but CET nevertheless sees this as an opportunity to make change.

Our back-office roles were much more evenly split. Our senior management were predominately male but we are pleased to say we have recruited two women into senior management positions in the last 6 months and will continue to look to improve upon this.



Pay and bonus gaps

Gender pay gap

The mean gender pay gap is the difference in average hourly rates of pay that male and female employees received. This gives an overall indication of the gender pay gap by taking all hourly rates of pay and dividing by the total number of people in scope.

The median gender pay gap shows the difference in the midpoints of the ranges of hourly rates of pay for men and women by ordering individual rates of pay from lowest to highest and comparing the middle value.

Mean

30.31%

Median

14.81%

Gender bonus gap

The mean gender bonus gap is the difference in average bonus pay that male and female employees received.

The median gender bonus gap shows the difference in the midpoints of the ranges of bonus pay received by men and women.

Mean

83.01%

Median

3.92%

Proportion of male and female employees who received a bonus

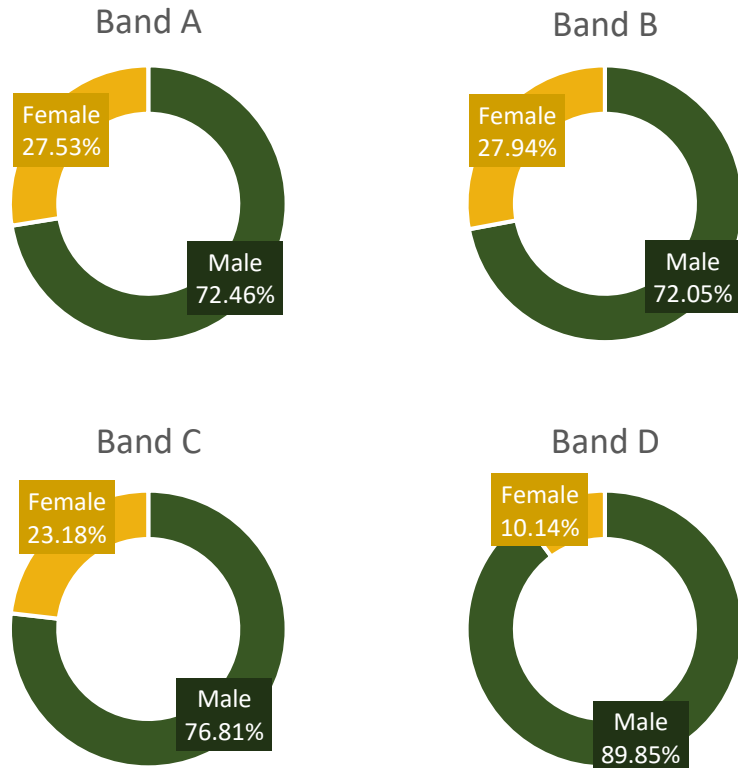


Males and females by pay quartile

This is the percentage of male and female employees in four quartile pay bands (dividing our workforce into four equal parts).

For example, the lowest 25% of earners (band A) at CET consisted of 27.53% female and 72.46% male.

Similarly, the highest 25% of earners (band D) at CET consisted of 10.14% female and 89.85% male.



Commentary

There is a gender pay gap of 15% which CET recognises is lower than the national average for the UK.

CET is confident that its gender pay gap does not stem from paying men and women differently for the same or equivalent work.

Rather its gender pay gap is the result of the roles in which men and women work within the organisation. The salaries that these roles attract and the industry sector that we work within has been historically been male dominated.

Specifically, our gender pay gap is driven by having more men in senior management positions and an imbalance of gender in the Infrastructure side of our business where we have a predominately male workforce.

Our most significant challenges

Fewer women in senior and management roles

This is highlighted in the quartile bands where in the upper bands the proportion of men is significantly higher. At CET we are aware of this gap and will continue to focus our efforts on more equal representation at senior and management roles.

A significantly higher proportion of men in the infrastructure division than women

We currently employ a ratio of 6:1 male to female in our infrastructure division. We will commit to looking at ways to create a more equal balance through recruitment and attraction methods.

Our commitment to closing the gap

At CET we are committed to addressing the gender pay gap and also the gender imbalance in the workforce. We will do this by focussing on three key areas: **Recruitment**, **Culture**, and **Training & Development**.

1

Recruitment

- We will explore how we can attract more women into our industry to create a more even gender balance.
- We will continue to review our recruitment practices to eliminate bias and support hiring managers to consider inclusion in their decisions.

2

Culture

- Promote flexible working practices across the business to include home working
- Implement enhanced pay for maternity and shared parental leave

3

Training & Development

- We will invest in talent to ensure where possible we can develop women into management roles
- Tackle unconscious bias by delivering coaching and training to hiring managers