



inenco



Gender Pay Gap Report 2022

Company introduction

Inenco has over 50 years of consultancy experience working in sustainability and energy management; responding to the changing needs of our customers. This gives us the expertise and insight to help successfully control costs, improve margins, achieve regulatory compliance, protect operational resilience and support carbon reduction objectives.

We're proud to be supporting organisations across the UK with robust energy procurement strategies and efficiency measures during a highly volatile market period. We also remain committed to helping our customers on their journey to net zero.

Our values are integral to the way we work across Inenco:



Positivity

We bring positivity and enjoy our work

We create an optimistic environment, and believe our customers benefit when we enjoy our work. We make a difference and celebrate and reward our successes.



Integrity

We have integrity, are genuine and trustworthy

We are role models, we are consistently genuine, honest, open, ethical, and fair. People trust us to stick to our word and be straightforward.



Respect

We value and respect each other

We respect people for who they are. We have regard for each other's rights and feelings, and we value everyone's ideas and beliefs.



Innovation

We innovate, evolve, and deliver

We are curious and creative, constantly looking to evolve, improving ourselves and providing new thinking for the benefit of our people and our customers.

Commentary

We are now in our sixth year of gender pay gap reporting and during this time we have continued to make good progress to reduce our gender pay gap, although there is still more work to be done particularly in achieving greater representation of women in our senior sales and technical roles.

The key reason why we have a gender pay gap at Inenco is not because women earn less than men for doing similar roles, but because women are underrepresented in our more senior and higher paid roles. When we compare men and women in the same grades and functions, we see only a marginal difference in pay.

To understand why we have a pay gap, we need to keep in mind the shape of our organisation and the nature of the roles. Although we have an even gender balance overall, we employ significantly more men than women in two of our key functions, sales and engineering, both of which command a pay premium in the external market. Sales commission payments in particular are a key driver of our gender pay gap.

Although we actively look to recruit female candidates into these areas, the overwhelming majority of applications that we receive are from men. The sales and engineering markets continue to be predominantly male dominated, and this is a problem faced by many organisations, not just Inenco.

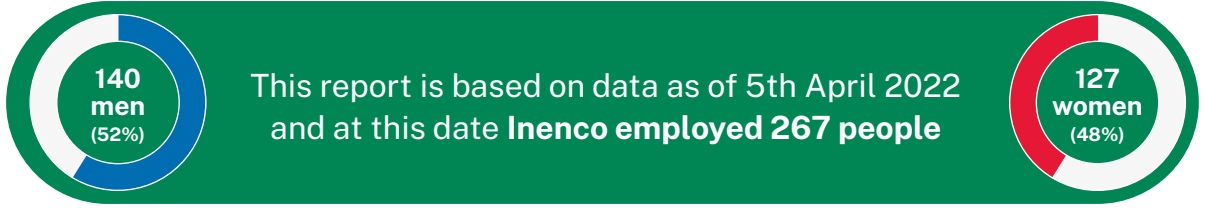


Janet Benson
HR & Transformation Director

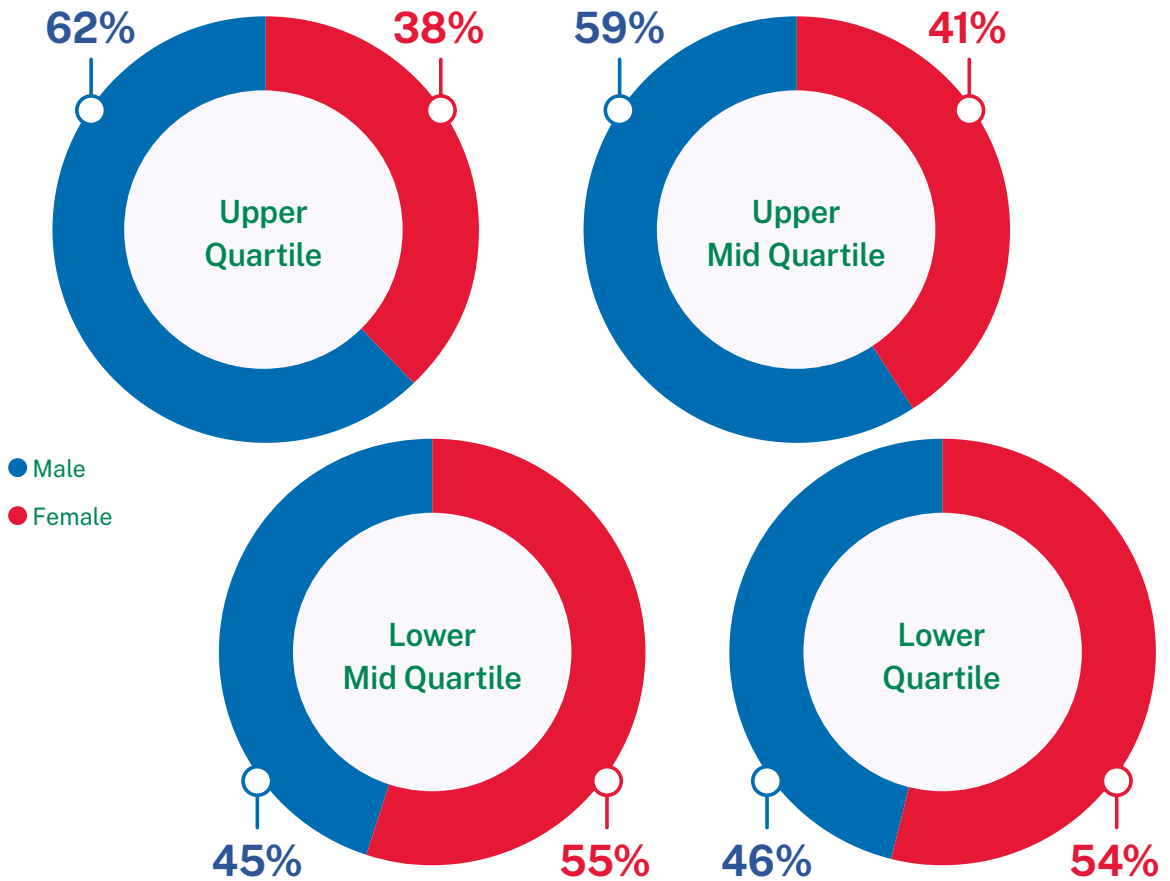
We have, however, made some good progress over recent years. When we first began reporting our gender pay gap in 2017, women made up only 18% of our upper quartile for hourly pay and that has since increased to 38% in 2022, demonstrating that we have increased the proportion of women in senior and higher paid roles. There has been some volatility in our mean and median pay gaps during this time, but the overall trend is clearly downward. Women continue to make up two-thirds of our Executive team which clearly demonstrates that there are no limits to career development for our female employees.

Inenco remains committed to eradicating the gap in pay between men and women and we look forward to reporting further progress next year.





2022 Pay Quartiles



Gender Balance

Overall, we have an encouragingly even distribution of men (52%) and women (48%) across the company and this has improved since we first began gender pay gap reporting in 2017 when only 39% of employees were women.

However, this is not reflected in the gender balance for certain roles and functions within the company. For example, in our higher paid commission earning sales roles, or in our technical roles, there is a higher proportion of men.

2022 Gender Pay Gap

| | Mean | Median |
|-----------------------|--------------|--------------|
| Hourly Pay Gap | 17.1% | 11.7% |

Year-on-year there has been a reduction in our mean hourly pay gap from 18.8% in 2021 to 17.1%, but a small increase in our median pay gap. As in previous years, our pay gap is heavily influenced by sales commission/bonus payments as the majority (70%) of employees receiving these are male.

If sales commission/bonus payments are excluded from the hourly pay analysis, our mean pay gap reduces by almost a half. Additionally, because we are a relatively small organisation - with only slightly more than the minimum threshold of 250 employees required for gender pay gap reporting - any outliers in the sample will have a greater impact on the mean pay gap than for a much larger organisation.

We are continuing to work to reduce our pay gap, and it's pleasing to see that we have made good progress over recent years to increase the representation of women in our higher paid professional, technical and commercial roles.

When we first started gender pay gap reporting in 2017, women made up only 18% of employees in the upper quartile and this has now more than doubled to 38%.

2022 Gender Bonus Gap

| | Mean | Median |
|------------------|--------------|--------------|
| Bonus Gap | 49.5% | 34.8% |

Our mean bonus gap is only slightly higher than it was last year (48.9%) but the median gap has decreased significantly from 56.9% to 34.8%. Whilst the split between males and females receiving bonuses is fairly evenly balanced, there continue to be more males receiving higher bonus payments, and in particular sales commission payments and this continues to be a key driver for our bonus gap.

2022 Gender Bonus Gap continued

Bonus (6th April 2021 – 5th April 2022)

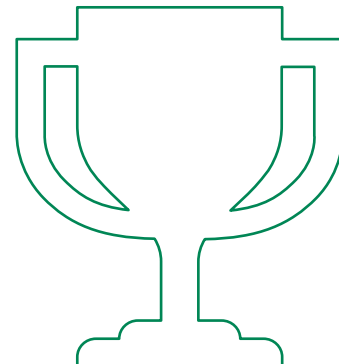
Percentage of male employees receiving bonus 29.0%

Percentage of female employees receiving bonus 28.0%

What are we doing to help close the gap?

To support us on our journey to greater gender balance across the business we have taken the following steps:

- Our Executive Team is made up of two-thirds women and we now have more women than men in our Senior Leadership Team. Over the past year we have made some notable hires of women into professional and senior roles in HR, Legal and Sales.
- We support flexible working patterns and promote hybrid working for the majority of our people to enable employees, especially women, to balance family and work commitments.
- We have recently introduced some 'stepping stone' roles into our professional and managerial career paths to enable our people to develop into roles where we would previously have needed to recruit from the external market.
- We continue to run our Successful Manager and Aspiring Manager training programmes, which aim to develop the knowledge and skills needed to become an effective manager within Inenco.
- Looking ahead, we plan to develop relationships with a number of colleges and universities whose courses provide the skills we need so that we can promote Inenco as an employer of choice to young people.
- We remain committed to investing in our people and have taken significant steps to ensure everyone is fairly rewarded for the work they do. We continue to operate an objective, job evaluation-based grading structure so that employees are rewarded based on their contribution to the organisation's results. We regularly benchmark pay levels using robust external market data to ensure pay is competitive.





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