

At ESP, our mission is to delight every customer every time by having the best people delivering the best service anywhere in the world. People are the heart of our business and we continue to focus on ensuring that we provide growth and development opportunities across the company.

This is the sixth year of gender pay gap reporting and at ESP we last reported our gender pay information two years ago. As a result of our continued growth in the UK, we can now provide an update as well as our future aims.

Our Gender Pay Data

The figures in this report represent our aggregated results which include all applicable employees in the UK as of 5 April 2022.

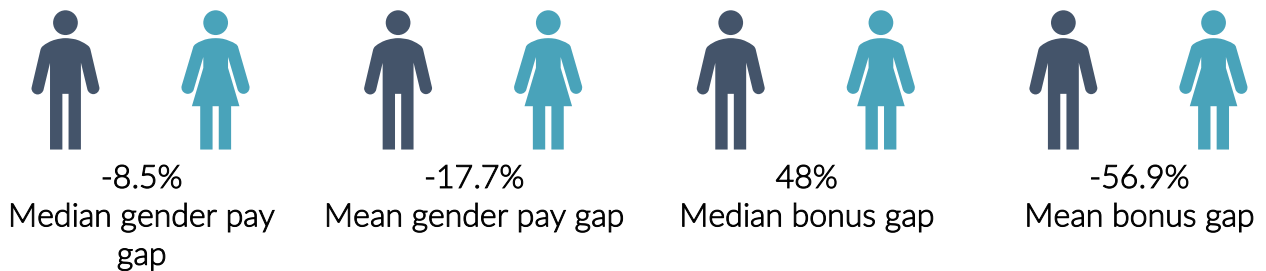
Our report is aligned with the requirements of the UK regulations where organisations with more than 250 applicable employees must report the mean and median gender pay gap, the bonus gender pay gap, the proportion of men and women who receive a bonus and the distribution between genders across pay quartiles.

It is important to note that gender pay is different to equal pay, which requires men and women in the same job or job of equal value to be paid the same.

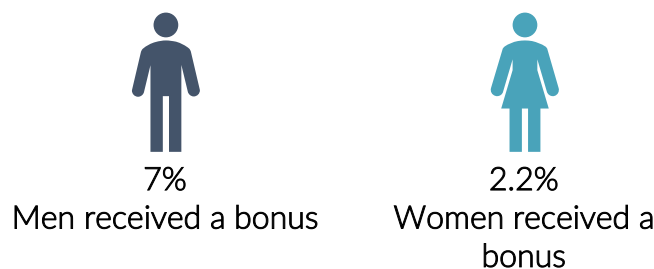
Understanding our Data

In the UK we have 274 applicable employees. Our female representation has increased slightly to 47 from 45 which is 27% of our UK population.

Gender Pay Gap Data



Overall, ESP has a 'positive' gender pay gap, meaning that more women receive a higher hourly rate than men. This is in part a reflection that our Head Office is based in the UK where more women are employed, compared to the rest of our business.



Gender Pay Gap Report

Calculated based on a snapshot date of 5 April 2022



In the reporting period we did not pay a bonus as a result of business performance related to the Covid-19 pandemic. However, we did pay commission as well as employee recognition, long service and recruitment referral payments. More men received these payments due to our demographics and in total 16 male employees compare to 3 female employees received a bonus during the period.

	Lower	Middle Lower	Middle Upper	Upper
Male	88.2%	85.3%	86.7%	72.5%
Female	11.8%	14.7%	13.3%	27.5%

We have seen a slight movement in our male and female population across the quartiles since 2020. Over the last two years we have seen an increase of women in the middle lower and middle upper with a slight reduction in the lower and upper quartiles.

As large proportion of our women are based at our Head Office in Reading, where salaries tend to be higher, plus as the overall number of female employees has increased marginally this could indicate a small progress in women’s careers. However, we have seen a challenge in recruiting women into site and field based roles, which is one area that we continue to focus on as a business.

Reflections and Looking Forward

2022 was a pivotal year for ESP. Not only did we celebrate our 30 year anniversary, we also took the opportunity to review our strategy and put in place activities and actions with a focus on the future. As part of this review, we have identified several transformation projects which for people includes a clear people agenda, and associated initiatives that will make ESP a great place to work for both current and prospective employees.

In early 2023 we also recruited a Chief People Officer to lead the People Strategy review and refresh providing attention to both our candidate and employee experience over the long term.

We confirm that the information and data provided is accurate and in line with regulatory requirements.

Mike Harling
Chairman

Heather Crammond
Chief People Officer