



Narrative to accompany gender pay gap figures of 5 April 2023

EMR has a responsibility to make its workplaces as diverse and inclusive as possible. We believe firmly in the principle of equal opportunities for all employees and in paying them equally for the same or equivalent work. In recent years we have continued to enhance our entry level earnings to above the Real Living Wage. Following the analysis of our statistics we make the following observations and commentary:

- Whilst females continue to be under-represented within the EMR workforce the percentage of females within the working population included in the snapshot data continues a gradual trend increasing from 12.9% in April 2022 to 13.4% in April 2023.
- The quartile analysis is showing a similar distribution of females across the four quartiles compared to 2022, with over representation within the lower quartiles (up from 17.36% to 18.75%) relative to the proportion of females in the total population 13.4%. The proportion of females in the lower mid and upper quartile remains stable, whilst there has been an increase in the representation of females in the upper middle quartile from 9.64% to 11.7%.
- The differences in gender pay within the Company reflect the differing nature of work and jobs within the business and its perceived attractiveness to males and females. Where job roles generally involve heavy industrial equipment mobile plant and HGVs and we struggle to attract female applicants as these are traditionally viewed as more male dominated. There is much greater female representation in our office environments. This remains an industry-wide issue and we continue to seek ways to encourage females to build careers in our industry. We do this by continuing to look at our benefits offering and seek to explore areas where we can support flexible working to attract more females. We offer colleagues things such as opportunity to purchase additional leave to help with work life balance and enhanced company pay on some statutory leave reasons. We continue to address the language in our job advertisements to ensure they are balanced in their gender coding and to ensure that the EMR careers page promotes diversity within the business. We continue to train our hiring managers in structured interviewing techniques, valuing diversity and compliance with the Equality Act 2010, with a view to ensuring all hiring follows a fair and consistent process. Flexible working options have increased since the Covid pandemic and the Company is exploring greater use of part time working including within the operational environments. As a company, we will continue to investigate any barriers to recruitment, which reduce the potential for female applicants. Our expanding early careers programmes is providing opportunities to bring females and people from diverse backgrounds into areas of our business that have not traditionally attracted diverse candidates with new over 40% of new enrolments being female.

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- The analysis shows that EMR continues to be under-represented by females in the most senior roles in the business and particularly within senior operational roles. This is the main driver of mean gender pay (i) and mean gender bonus (iv) gaps. There has been a widening in the gap for mean pay up from 4.7% to 13.43%, although encouragingly the gap in mean bonus has reduced from 62.28% to 55.04%.
- The median analyses shows that (ii) gap in the rate of pay has increased from 6.72% to 7.85% . Whereas the gap for median bonus (v) has widened considerably from 16.37% in favour of females in 2022 to 87.42% in favour of females in the 2023 snapshot. These results again reflect the differences in the distribution of males and females across different types of work within the Company with the majority of females working in salaried office based professional, managerial and support roles, where the bonus structure differs from the hourly paid frontline operational roles which make up the majority of the workforce and are largely populated by males.
- The talent pool, both internally and externally, has historically been very male-dominated. Whereas we have a responsibility to seek out the best people regardless of intersectionality we will continue to work to find constructive ways of rebalancing the equation. This includes continuing to explore a wider range of sectors where the opportunities to recruit senior females are increased. We seek to create diversity at all levels in the business to provide role models and career paths that continue to advance diversity.

The published information relating to gender pay gap reporting at EMR is accurate.

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