



AJ/GPG/014

Narrative to accompany gender pay gap figures of 5 April 2020

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. Following the analysis of our statistics we make the following observations and commentary:

The analysis for 2020 is affected by the impact of Covid and the exclusion of large numbers of our workforce from the calculations due to furlough at the snapshot date.

- General under-representation of females (3) is an issue in EMR and efforts have been made to increase this diversity, with females representing 13.4%. This is an increase over the 12.7% reported in 2018 but a decline on 14.3% in 2019. Female representation in our office environments is more balanced, whereas our operational environments, where job roles generally involve heavy industrial equipment, mobile plant and HGVs, are traditionally more male dominated and these roles form the bulk of our workforce. This is an industry-wide issue and we look to continue to do more to encourage females to build careers in our industry by continuing to address the language in our job advertisements to ensure they are balanced in their gender coding, 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 the compliance with the Equality Act 2010, with a view to ensuring all hiring follows a fair and consistent process. As a company, we will continue to investigate any barriers to recruitment which reduce the potential for female applications to jobs.
- The introduction of a structured job grading system in 2019 for our weekly paid workforce provides a framework that rewards for skills attained against hourly paid rate and ensures that employees are rewarded for their experience, irrespective of their gender. It is planned that a similar job grading system be introduced for our monthly paid employees, giving further structure to EMR's reward package.



- On overall gender pay, the analysis shows that EMR is under-represented by females in senior roles in the business. This is the main driver of mean gender pay (1) and mean gender bonus (4) gaps. This imbalance has increased since the last snapshot reporting date and this following a recruitment drive to further strengthen our senior management teams, mainly from similar or adjacent industries where typically males are over represented in senior roles. We continue to explore opportunities to recruit from a wider range of sectors where the opportunities to recruit senior females are greater.
- The results from the median analysis (2)(5) appear to support that EMR promotes an approach of gender equality within role. This reflects a historical strong internal culture of merit promotions from a pool of people with broad operational experience. This pool 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 should involve creating diversity at all levels in the business to provide role models and career paths that continue to advance the statistics.

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

A handwritten signature in blue ink, appearing to read 'Chris Sheppard', is positioned above the printed name.

Chris Sheppard

Group CEO



GENDER PAY GAP REPORTING:

SNAPSHOT DATE 5 APRIL 2020

i) the mean overall gender pay gap based on hourly rates of pay;

- Male mean rate of pay = £16.53 per hour
- Female mean rate of pay = £13.43 per hour
- **Overall mean gender pay gap = 18.7%**

Mean = dividing the sum of the values in the set by their number

ii) the median overall gender pay gap based on hourly rates of pay;

- Male median rate of pay = £11.69 per hour
- Female median rate of pay = £11.42 per hour
- **Overall median gender pay gap = 2.3%**

Median = the midpoint of a frequency distribution

iii) the proportions of male and female employees in quartile pay bands;

Total number of employees = 724

By splitting the employee numbers into four segments, this gives:

	No of Men	No of Women	Total
Lower quartile	153 (84.5%)	28 (15.5%)	181
Lower middle quartile	160 (88.4%)	21 (11.6%)	181
Upper middle quartile	154 (85.1%)	27 (14.9%)	181
Upper quartile	160 (88.4%)	21 (11.6%)	181

NB – for 2020, all those on furlough at the snapshot date were to be excluded from the pay data (as they were receiving a reduced rate of pay), but not bonus data.

iv) the mean gender bonus gap;

- Male mean bonus = £2,469.86
- Female mean bonus = £1050.58
- **Overall mean bonus gap = 57.5%**

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- v) the median gender bonus gap;
- Male median bonus = £494.10
 - Female median bonus = £520.0
 - **Overall median bonus gap = -5.2%**
- vi) the proportions of male and female employees receiving bonuses
- **1295/1478 male employees received a bonus = 87.6%**
 - **204/235 female employees received a bonus = 86.8%**

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