



Narrative to accompany gender pay gap figures of 5 April 2021

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:

- Comparisons of the analysis for 2021 with 2020 are affected by the impact of Covid and the exclusion of large numbers of our workforce from the 2020 calculations due to the number of employees on furlough at the snapshot date.
- General under-representation of females (3) continues to be true of the EMR workforce and efforts continue to be made to increase diversity, with female representation continuing the upward trend to reach 15.4%. 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 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 EMR 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 applications to jobs.
- 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, although both of these gaps have narrowed since the last snapshot reporting date. The quartile analysis (3) shows a greater imbalance than the previous two snapshot reporting dates. This has been influenced by inflationary wage pressures in the transport sector pushing HGV drivers wages ahead of the general population and pushing more of these (predominantly male) employees into the upper middle quartile. This has also impacted the median gender pay gap. We continue to explore opportunities to recruit from a wider range of sectors where the opportunities to recruit senior females are greater.

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- The results from the median analysis (2) (5) support that EMR promotes an approach of gender equality within role, although there has been a widening in the median gender pay gap of 2.57%. 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 written over a light blue horizontal line.

Chris Sheppard

Group CEO

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GENDER PAY GAP REPORTING:

SNAPSHOT DATE 5 APRIL 2021

- i) the mean overall gender pay gap based on hourly rates of pay;
Male mean rate of pay = £15.68 per hour
Female mean rate of pay = £13.79 per hour
Overall mean gender pay gap = 12.05%
- ii) the median overall gender pay gap based on hourly rates of pay;
Male median rate of pay = £12.09 per hour
Female median rate of pay = £11.50 per hour
Overall median gender pay gap = 4.88%
- iii) the proportions of male and female employees in quartile pay bands;

Total number of employees = 1469

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

	No of Men	No of Women	Total
Lower quartile	304 (82.83%)	63 (17.17%)	367
Lower middle quartile	321 (87.47%)	46 (12.53%)	367
Upper middle quartile	332 (90.22%)	36 (9.78%)	368
Upper quartile	325 (88.56%)	42 (11.44%)	367

- iv) the mean gender bonus gap;
Male mean bonus = £2,500.33
Female mean bonus = £1319.66
Overall mean bonus gap = 47.22%
- v) the median gender bonus gap;
Male median bonus = £541.35
Female median bonus = £570.00
Overall median bonus gap = -5.29%
- vi) the proportions of male and female employees receiving bonuses
1103/1331 male employees received a bonus = 82.87%
167/205 female employees received a bonus = 81.46%

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- i) the median gender bonus gap;
 - Male median bonus = £494.10
 - Female median bonus = £520.0
 - **Overall median bonus gap = -5.2%**

- ii) 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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