



Narrative to accompany gender pay gap figures of 5 April 2022

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 2022 with 2021 are impacted by the growth of the business following improved trading conditions after Covid, as economies recovered, and significant recruitment into the operational side of our business.

- Female under-representation within the EMR workforce (iii) continues to be true of EMR with females constituting 12.9% of the working population included in the snapshot data. 2021 saw significant recruitment into our operational environments as business bounced back from the impact of Covid, 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. Female representation in our office environments is more balanced. 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 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. The expansion of our early careers programmes provides opportunities to bring females and people from diverse backgrounds into areas of our business that have not traditionally attracted diverse candidates.
- 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 (i) and mean gender bonus (iv) gaps, although the gap for mean pay has narrowed significantly since the last snapshot reporting date from 12.05% to 4.7% which reflects an increase in the number of more senior female appointments although these are generally not within our operational environments. An increase in the gap in for mean bonus is driven by a significant uplift in the factor applied to bonuses for 2021 which has widened the gap between



males and females, however it should be noted that the mean bonus for males increased by a factor of 109% whilst the mean bonus for females increased by a factor of 146%. The quartile analysis (iii) shows little movement from the 2021 analysis with the proportions of males and females in each quarter showing only marginal differences. 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 analyses (ii) (v) support that EMR promotes an approach of gender equality within role, although there has been a further widening in the median gender pay gap to 6.72% in favour of males, whereas the gap for median bonus has widened considerably to 16.37% in favour of females. The increase in the median pay gap (ii) reflects significant recruitment to strengthen the operational management of the business. This 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 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', with a stylized, elongated loop at the end.

Chris Sheppard

Group CEO



GENDER PAY GAP REPORTING: SNAPSHOT DATE 5 APRIL 2022

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

Male mean rate of pay = £24.89 per hour

Female mean rate of pay = £23.72 per hour

Overall mean gender pay gap = 4.70%

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

Male median rate of pay = £13.24 per hour

Female median rate of pay = £12.35 per hour

Overall median gender pay gap = 6.72%

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

Total number of employees = 1911

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

	No of Men	No of Women	Total
Upper quartile	418 (87.45%)	60 (12.55%)	478
Upper middle quartile	431 (90.36%)	46 (9.64%)	477
Lower middle quartile	421 (88.08%)	57 (11.92%)	478
Lower quartile	395 (82.64%)	83 (17.36%)	478

- iv) the mean gender bonus gap;

Male mean bonus = £5225.89

Female mean bonus = £3254.52

Overall mean bonus gap = 62.28%%

- v) the median gender bonus gap;

Male median bonus = £1384.20

Female median bonus = £1610.77

Overall median bonus gap = -16.37%

- vi) the proportions of male and female employees receiving bonuses

1693/1772 male employees received a bonus = 95.54%

255/268 female employees received a bonus = 95.15%