

GENDER PAY GAP REPORTING: SNAPSHOT DATE 5 APRIL 2018

The gender pay gap statistics for EMR are as follows:

- 1) Overall mean gender pay gap = Male 14.46% higher than Female
- 2) Overall median gender pay gap = Male 1.71% higher than Female
- 3) Proportion of Male and Female employees in quartile pay bands

In 2018 EMR employed 1572 people in total	Male	Female
Lower Quartile	87.8%	12.2%
Lower Middle Quartile	86.0%	14.0%
Upper Middle Quartile	88.8%	11.2%
Upper Quartile	88.3%	11.7%

- 4) Overall mean gender bonus gap = Male 53.34% higher than Female

Note: In this statistic, we recognise that the executive management team is entirely male, and their compensation is significantly weighted towards variable pay. Removal of the executive management team from the statistics reduces this figure below 20%)

- 5) Median gender bonus gap = Female 5.9 % higher than Male

- 6) Proportion of employees receiving bonuses:

Male = 88.25%

Female = 86.53%

Analysis

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:

- General under-representation of females ⁽³⁾ is an issue in EMR with females representing 12.7%. This is an increase over the 11.4% recorded in 2017. Female representation in our office environments is more even, however in our operational environments where job roles generally involve heavy industrial equipment, mobile plant and HGVs, they are more male dominated and these roles form bulk of our workforce. This an industry wide issue and we look to do more to encourage females to build careers in our industry. One area of success in 2018 was the establishment of an industry metal recycling apprenticeship and utilizing a formal apprenticeship route for HGV drivers. 20% of our apprentices in this period were female with 33% of the apprentice starters being female. We are working with the BMRA to develop a level 4 apprenticeship in 2019 and will use this to further our diversity ambitions. 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. 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.

Chris Sheppard

Group CEO