



Gender Pay Gap Report 2019

From April 2017, all UK organisations who employ more than 250 employees are required by law to report annually on their Gender Pay Gap.

What is the Gender Pay Gap?

The Gender Pay Gap is defined as the difference in the average earnings of men and women over a standard period of time, regardless of their role or seniority.

Gender pay is different from equal pay as it does not measure the equality of pay for roles of the same type or level.

What's included?

Hourly pay includes basic pay, car allowances, shift pay, on-call and standby allowances, payments for overtime, redundancy and sales commission. Employees on family or sick leave are excluded.

Where we report

We report our data to the Government.
We publish our data on our website.



Gender Pay Dashboard 2019

Understanding the gap

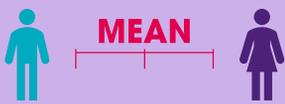
Our overall pay gap is 0.29%, meaning that on average, women are paid in line with men.

Whilst the percentage of women receiving a bonus is higher than men, the bonus gap is in favour of men.

The bonus gap is driven primarily by the demographics of our population, and an under representation of women in senior roles, which attract bonuses based on a percentage of basic salary.

The bonus arrangements in place for colleagues who are not in management roles are generally related to Sales, Finance and Customer Services, where we have a higher percentage of women than across the rest of the business, hence the higher percentages of women receiving a bonus.

Bonus payments continue to be based on achievement of key performance metrics and objectives and we are confident that men and women in the scheme are treated equally where their roles are at similar levels.

	2017	2018	2019
 MEAN	0.6%	-0.5%	0.29%
 MEDIAN	-1.7%	-1%	-0.91%

Mean Gender Bonus Gap

56.7%

On average, men earn more than women

Median Gender Bonus Gap

17%

On average, men earn more than women



47%

of women received a bonus



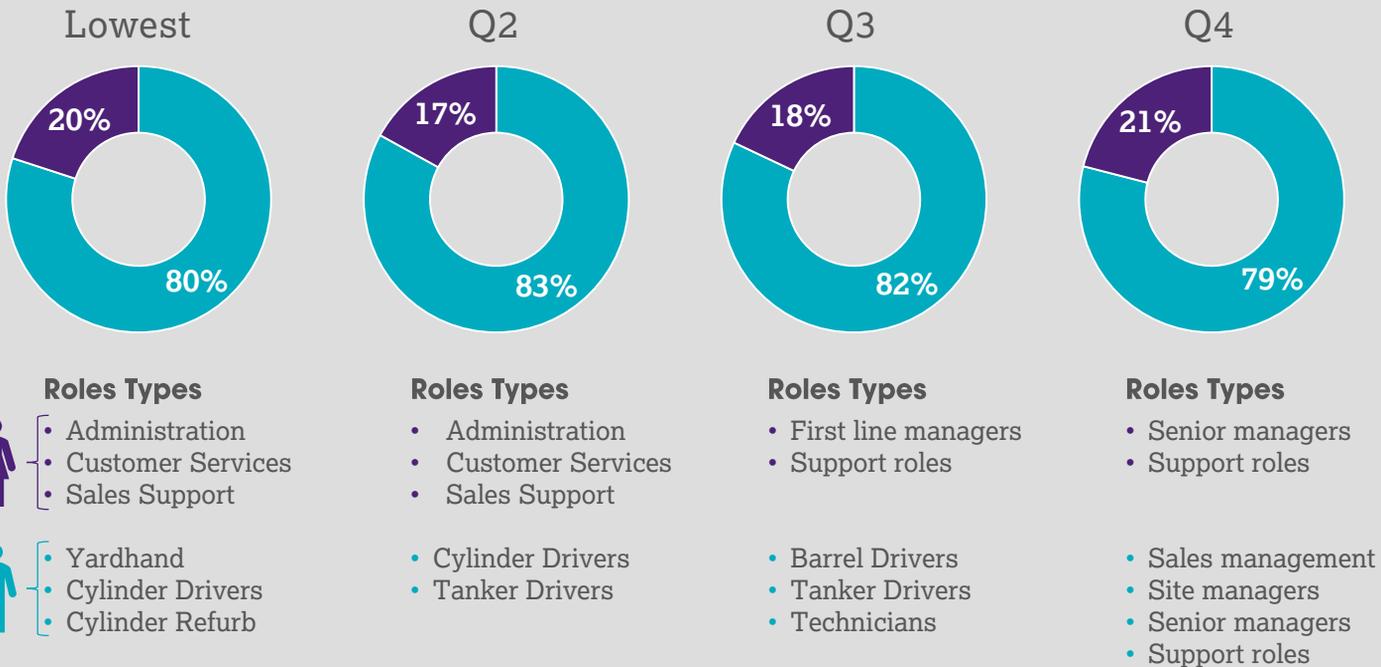
25%

of men received a bonus

Gender Pay Dashboard 2019

What's behind the quartiles

Over the last year, 50% of our female new starters were recruited into our highest paid quartile. As a proportion of our highest paid quartile, women have increased by 2%. In our lowest paid quartile, the number of women has remained static, although they now represent 20% of that population, which is a 4% decrease on our 2018 report.



Progress and commitments

Our demographic is characteristic of the industry that we operate in, which is predominantly male, particularly in roles such as Drivers and Technicians, who make up circa 60% of our workforce.

Over 80% of our roles continue to be occupied by men, although in the last year, 27% of our new starters have been women.

We are developing family friendly and flexible working policies and continue to develop our apprenticeship programmes across a number of specialisms.

We recognise that there is still some work to be done to ensure we have a diverse workforce, and we are committed to offering diverse and suitable roles where everyone has an equal chance of success.



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