

# 2018 Gender Pay Gap Report



From 2017, the UK Government introduced regulations making it mandatory for any organisation with more than 250 employees to publish its gender pay gap annually.

Our people are key to our competitive advantage, and it is therefore essential that we are able to recruit and retain staff from the widest possible talent pools. To support this, we are committed to being recognised as an employer of choice, creating an inclusive working environment in which all staff feel valued and respected, where opportunities are accessible to all, and where diversity and flexibility in our working and employment practices is embraced.

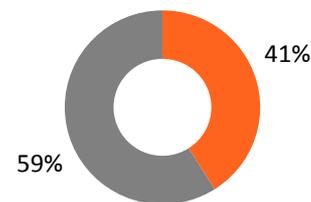
## Pay and Bonus gap figures

Difference between men and women		
	Mean	Median
Pay Gap	16%	19.5%
Bonus	54.3%	0%

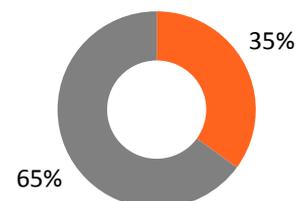
The table above shows our mean and median hourly gender pay as at the snapshot date of 5 April 2018. It also shows our bonus gap for the period 12 months prior to 5 April 2018. Bonuses paid include Spot Bonuses, Sales Incentives, Management Bonus Schemes and Long Service Awards.

Our overall mean (average) pay gap has improved somewhat since 2017 and the bonus gap has reduced by almost 10%.

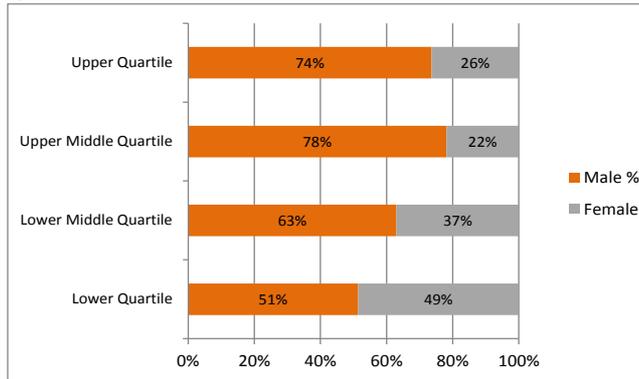
## Proportion of males and females receiving a bonus



■ Received a bonus ■ Did not receive a bonus



## Proportion of males and females in each pay quartile band



The table above shows the proportions of male and female employees in four equally sized pay quartiles.

## Understanding the Gap

Our gender pay gap is not an equal pay issue, men and women are paid equally for equivalent roles across TRL. Our gender pay gap arises as we have more men (66% male/34% female) currently working than women at TRL.

More senior roles continue to be dominated by men as they remain in the majority of those candidates qualified and available for the senior positions based on experience, particularly in the engineering disciplines. These senior leadership roles also attract higher pay and bonus participation.

All TRL employees are eligible for a bonus scheme, whether it is a Spot Bonus, Management Bonus, the Sales Incentive scheme or Long Service Awards. A higher percentage of women were awarded bonuses and the difference in mean bonus amounts are due to a higher proportion of men at senior levels and the payment of sales incentives. Our market and business development team population remains 100% male.

TRL also provides a wide range of voluntary benefits via a flexible benefits scheme. These benefits are offered via salary sacrifice, which reduces an employee's entitlement to gross basic salary in return for their chosen benefit. These benefits include buying additional holiday and childcare vouchers. Gross pay is calculated after deductions for salary sacrifice have been made and may significantly reduce pay.

## Addressing the Gap

As part of our TRL Diversity and Equality Policy we are working towards a gender diversity target of 60% male and 40% female. We have made good progress towards this from a starting point of 70% male/30% female 4 years ago.

We continue to review our attraction and recruitment practices to widen the diversity of available candidates. We will also continue to focus on developing our talent internally to support internal promotion. In 2018, 10% of our female population received a promotion compared with 7% of the male population. This has positively impacted the female population in the Lower and Upper Middle Quartiles with a combined increase of 7% in female representation from 2017.

TRL also offers all staff the opportunity to work flexibly and recognises that flexible working can increase staff motivation, encourage diversity and support retention. Fourteen percent (14%) of our total staff choose to work flexible hours to support their lifestyles and 34% of those staff are male.

We actively engage with organisations and groups to raise awareness of science, technology, engineering and mathematics (STEM) subjects at schools and universities.

TRL has a policy and culture that fosters diversity, be it age, disability, gender, race, religion or sexual orientation and has employees from across a multitude of backgrounds. Our aim is to achieve greater gender balance across all levels within TRL that reflects our overall population.

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Chief Executive

Naomi Barringer  
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