

2019 Gender Pay Gap Report

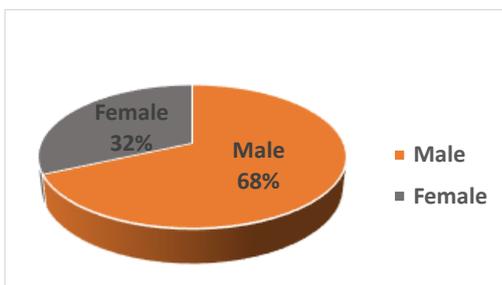


From 2017, the UK Government introduced regulations making it mandatory for any organisation with more than 250 employees to publish its gender pay gap annually.

This is our third year of reporting the gender pay gap for TRL. Our people are our competitive advantage, and it is therefore essential that we are able to recruit and retain staff from the widest possible talent pools. We are committed to being recognised as an employer of choice, creating a diverse and inclusive working environment in which all staff feel valued and respected, where opportunities are accessible to all, and where flexibility in our working and employment practices is embraced.

Our Organisation

Our gender pay gap is primarily a consequence of the ratio of men to women in our business.



A larger proportion of women than men take advantage of under our flexible working arrangements to work part-time and because salaries of part-time workers are pro-rated based on working hours, this contributes to the difference. Overall, 10% of our employee population works flexible hours with 70% of them being women.

Pay and Bonus gap figures

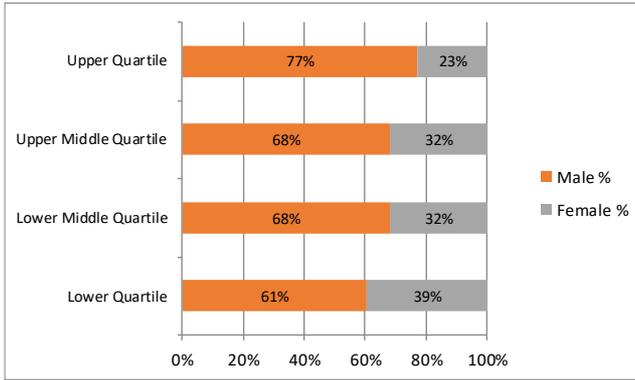
Pay difference between men and women		
	Mean	Median
Pay Gap	18.2%	15.3%
Bonus	62.6%	33.3%

The table above shows our mean and median hourly gender pay difference as at the snapshot date of 5 April 2019. It also shows our bonus gap. The bonus difference is calculated over a period of 12 months prior to 5 April 2019. Bonuses paid include Spot Bonuses, Sales Incentives, Management Bonus Schemes and Long Service Awards.

The median pay gap has reduced from 15.7% in 2017 to 15.3% in 2019, but the mean (average) pay gap has increased slightly by 0.8% over the same period. The median (the midpoint) is less influenced by extreme values at either end of the range which can impact the mean results.

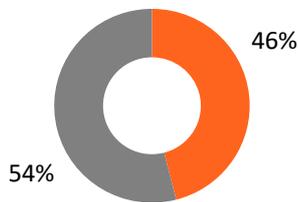
Proportion of males and females in each pay quartile band

The table below shows the proportion of male and female employees in four equally sized pay quartiles. For 2019 the proportion of women in 3 out of the 4 quartiles has improved to better reflect the overall gender split of the organisation and therefore achieve a better balance.

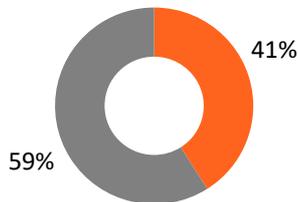


Proportion of males and females receiving a bonus

A higher proportion of women than men received a bonus.



Received a bonus (orange) | Did not receive a bonus (grey)



Understanding the Gap

Our gender pay gap is not an equal pay issue, men and women are paid equally for equivalent roles across TRL.

TRL 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. Gross pay is calculated after deductions for salary sacrifice have been made and may significantly reduce pay. The choices male and female staff make are not always the same, which can skew the comparison.

More senior roles tend to attract higher pay and bonus participation and a higher proportion of the more senior roles are occupied by men. The increasing proportion of women in our graduate hires and more junior roles will mean these proportions will change over time.

Addressing the Gap

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 and growth. This has been positively reflected in the increase in female representation in the upper middle quartile pay band.

TRL also offers all staff the opportunity to work flexibly and recognises that flexible working can increase staff motivation, encourage diversity and support retention.

We actively engage with organisations and groups to raise awareness of science, technology, engineering and mathematics (STEM) subjects at schools and universities, encouraging female students to consider careers in this area.

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 continue to achieve greater gender balance across all levels within TRL.

Paul Campion
Chief Executive

Naomi Barringer
Director, Human Resources