

Our Inclusive Business

We are committed to building an environment where our people can bring their whole self to work and be the best that they can be, without any barriers. Through understanding our employee voice we can create moments to support this aim.

Over the last year:

- We have recruited more Mental Health First Aiders and have introduced MHFA lanyards, to ensure greater visibility across our sites
- Held Mental Health awareness days and provided tips and guidance on how to look after your mental wellbeing.
- We've invested in a digital comms platform to boost our internal communications and ensure that information is clear and updates are given regularly
- We've introduced Spot Awards as part of our Rise & Shine recognition scheme to allow for instant recognition done in the moment, to say thank you.
- We focused on raising awareness of unconscious bias, hidden disabilities and allyship through training, guest speakers and sharing colleague stories.
- We've introduced a new Carers Leave Policy and Fertility Policy, and have enhanced our Maternity Leave policy making working life better for more
- Held Inclusion, Diversity & Belonging sessions as part of our site Safety Days, discussing the link between belonging and good mental health.
- Sought feedback from our colleagues through regular Employee Forums

We look forward to continuing our journey. This year we will be introducing blind recruitment across our sites, anonymising CVs to ensure our recruitment process is as inclusive as possible. We will also be working towards achieving Level 2 Disability Confident Employer status.

What is the Gender Pay Gap?

The gender pay gap is the difference between the average hourly pay of men and women. Various factors influence the gap such as the types of role women undertake and the demographics of the people in the company. This gender pay gap is different from equal pay, which looks at whether men and women are paid different rates of pay for performing the same or similar role

Workforce

Our population is made up as follows:



223 Male (82.3%)



48 Female (17.7%)

This year our workforce has grown and we have increased the percentage of women working for us from 16.7% to 17.7%. All our job descriptions and adverts are run through a system designed to identify language which may indicate a gender bias and recommend alternatives to ensure our adverts are as inclusive as possible to attract a diverse range of candidates.

Pay

Mean - The mean gender pay gap is the difference between the average pay of men and women in a company.

Median - The median pay gap is the difference between midpoints in the range of hourly pay for men and women, it takes each person's pay, lines them up from lowest to highest, then compares the pay at the midpoint

Mean Gender Pay Gap
-5.9%

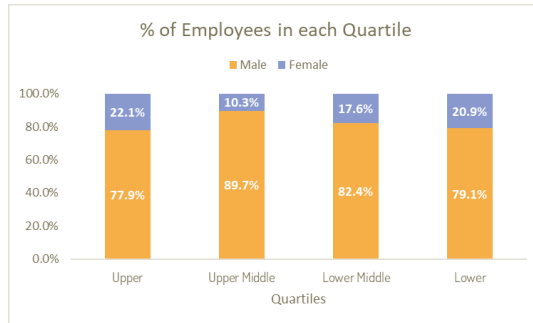
The average salary for all women in our business is 5.9% more than that of the average salary of all men

Median Gender Pay Gap
4.0%

At the midpoint, women's pay is 4.0% lower than that of men's pay at the midpoint

The pay gap is reflective of the fact that we have more women employed in the upper quartile than in other quartiles, which skews the average hourly rate in favour of women.

Quartiles



Bonus Pay Gap?

Our bonus number is made up of loyal service awards and recruitment bonuses as well as the management incentive plan. All employees with over 6 months' service are eligible for a bonus at Christmas in the form of a voucher.

Mean Bonus
Pay Gap
30.4%

Median Bonus
Pay Gap
88.4%

While all eligible employees receive a flat rate Christmas bonus, a higher number of men receive driver bonus payments, long service or recruitment bonus payments, or recruitment referral payments, which drives both the median and mean bonus pay gap. Removing these would significantly reduce the gap.

Our Commitments

We are committed to building on the work we have put in place to tackle gender pay and bonus gaps and to remove any barriers to equality of opportunity for all.

We look forward to continuing our journey and will use the feedback that we get from this year's engagement survey to build on our Inclusion, Diversity & Belonging strategy.

We can confirm that the data and information reported is accurate as of 5 April 2024 and in line with the Gender Pay Gap reporting regulations.



Graeme Burnett
MD