

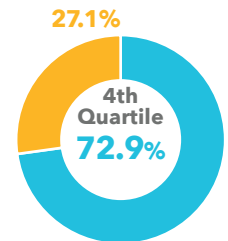
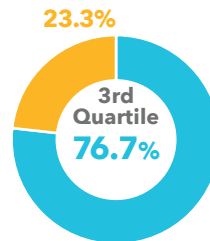
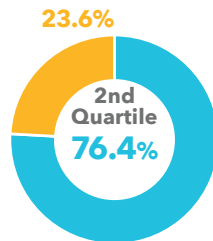
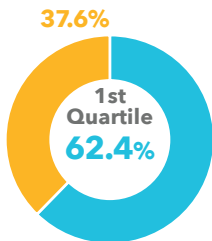


SRCL Gender Pay Findings



March 2018


SRCL Gender Pay


	Nos	Total Pay	Mean Pay	Mean Difference	Median Pay	Median Difference
 MALE	1738	£20,339	£11.70	0.9%	£9.93	6.5%
 FEMALE	682	£7,906	£11.59		£9.28	



SRCL Gender Bonus

	No Team Members	Received Bonus	Total Bonus	Mean Bonus	Mean Difference	Median Bonus	Median Difference
 MALE	2785	1112	£1,467,411	£1,319	-33.5%	£950	11.6%
 FEMALE	1245	211	£371,724	£1,761		£840	

 **MALE**
39.9%

 **FEMALE**
16.9%

Employee who received a Bonus

Results Explained

- Within SRCL, we have a diverse gender workforce which is dominated by male team members, which is not unusual within the industry sector.
- We are pleased that the mean gender pay gap falls below the national average of 12%.
- The positive gender pay gap of 0.9% demonstrates that we are working hard to maintain equality across the business irrespective of gender and role types.
- We have a negative gender bonus gap of 33.5% which is relative to the workforce. The proportion of females receiving bonus in the period is higher than males due to role responsibilities.

Our Thoughts and Next Steps

- We will strive to reduce the gender bonus gap in the future.
- We aim to do this through a review of the remuneration payments outside basic salary provisions.
- We will work closely with our Global Compensation team over the next 12-24 months to seek to address some of these issues.
- We will look at standardizing incentive plans across the business where possible.
- We will attempt to attract both gender types to assume responsibilities across all functions.

How we will make a Difference

- Implement a candidate attraction strategy that promotes diversity and equality within the business.
- Ensure that the widest possible pool of candidates are encouraged to apply for available roles with a focus on those in under represented groups.
- Promote and develop a diverse team within other functional disciplines such as Sales or Shared Services.
- Commit to review overall compensation plans for all role types to ensure fairness and equality in the future.
- Utilise Apprentice levy funding and develop programmes to ensure pipeline of suitably experienced candidates for succession planning in middle to senior management roles and under represented group roles.
- Promote flexible working initiatives within the business to encourage and support team members with caring opportunities to achieve a good work/balance.
- Promote equality and diversity within the business, through education and awareness programmes.
- Support job shadow and secondment opportunities to enhance better understanding of role opportunities across the business.