

# Gender Pay Gap Report - 2023



TRL Limited

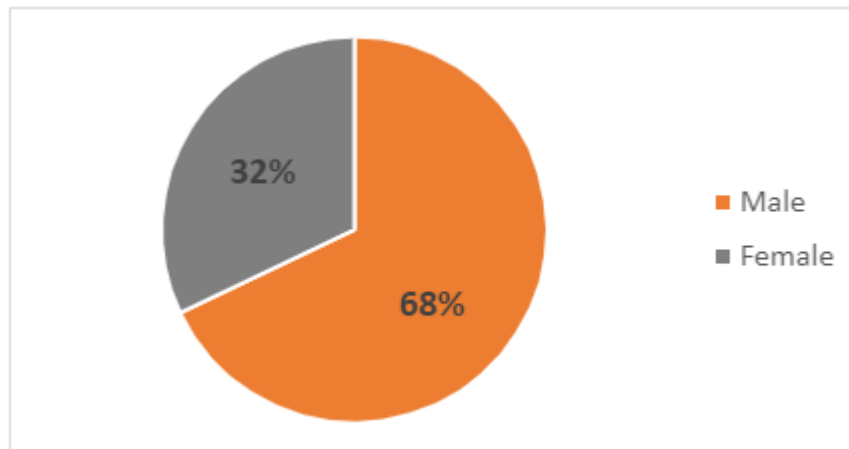


## Our gender split

TRL is a global centre for innovation in surface transport and mobility. We exist to improve the lives of everyone; we need to ensure we understand as many perspectives as possible to do our best job. Having employees with the widest range of backgrounds and life experiences is vital to enable us to do our best.

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.

## Total Headcount 265



# Pay and Bonus Gap



	Mean	Median
Pay	14%	15%
Bonus	82.6%	66.7%

## Pay

Our continued focus on gender balance and the senior level appointments made during 2022/23 have positively and significantly impacted our gender pay gap. For 2022 our mean pay gap was 17.5% and median pay gap 17.1%. We continue to monitor the wider diversity of all our candidates and trust that our actions will continue to positively impact our results over time.

## Bonus

The bonus difference is calculated over a 12-month period, prior to 5 April 2023. Bonuses paid include Spotlight Awards, Long Service Awards, Sales Incentives and Management Schemes. No management bonus was paid this year. The individual monetary level of our Awards schemes is low as these are primarily recognition, not reward schemes. As a result the mean is heavily influenced by sales bonuses. There are very few people eligible for sales bonuses (c. 2% of the total population) but this team is predominantly male. All sales people are on the same structure of sales plan and payments are directly related to the value of contracts booked in our accounting systems.

Both the mean and median bonus gap have grown, the mean bonus gap has grown from 57.2% in 2022.

## Proportion of Staff receiving a Bonus

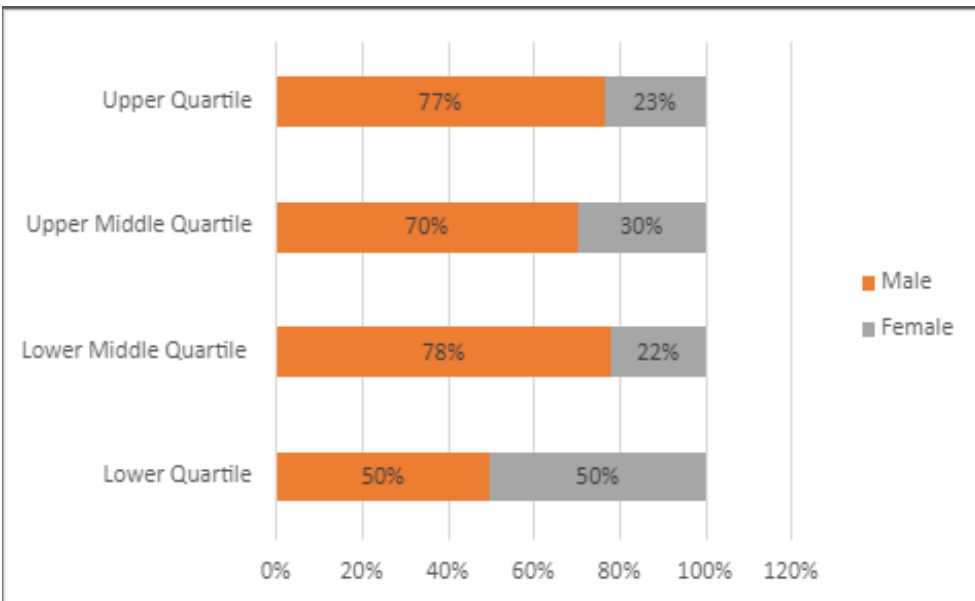


42.4% of all females



32.2 % of all males

# Proportion of employees in each pay quartile band



- Quartiles represent the pay rates from the lowest to the highest for our UK employees, split into four equal sized groups with the percentage of men and women in each quartile.
- Our female representation in the upper quartile has declined to 23% from 29% in 2022, however in the upper middle quartile, female representation has risen to 30% from 26% last year.
- We continue to focus on attracting female talent to TRL and investing in internal growth opportunities.

# 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 employs more men than women, which reflects the gender imbalance prevalent in our industry and is the main driver of our pay gap.

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 that must be used in the gender pay gap calculations is defined as gross pay after deductions for salary sacrifice have been made which can significantly reduce pay. The choices male and female staff make are not always the same, which can influence the comparison.

We continue to focus on our gender balance, particularly at the senior levels and we monitor the wider diversity of all our candidates and trust that our actions will positively impact our results over time.

# Addressing the Gap



We continually review attraction and recruitment practices to widen the diversity of available candidates and are exploring more positive action to address this. We have more recently welcomed additional senior female employees to TRL in various roles and trust this will begin to address the gender imbalance at the top of the organisation.

TRL continues to advertise all its job vacancies offering the opportunity for flexible working from day one and we also offer all staff the opportunity to work flexibly and recognise that flexible working can increase staff motivation, encourage diversity and support retention, leading to increased business competitiveness and success.

Hybrid and remote working arrangements are standard ways of working at TRL and we have the freedom to arrange work in a way that makes us most productive, for both the company and our staff.

Earlier this year, a group of women within TRL launched the Women in Leadership group, supported by TRL. This group is an inclusive community dedicated to empowering women and those who identify as women within our organisation. The group meets regularly and discusses many topics as well as welcoming guest speakers.

We continue to 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. We offer TRL staff a number of corporate memberships to Women in Transport. Women in Transport is an independent not-for-profit professional network showcasing the diversity of careers in transport, providing access to senior decision makers and supporting the professional development of women working in transport.

TRL has a 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 Champion  
**Chief Executive**



Naomi Barringer  
**Director, Human Resources**

