

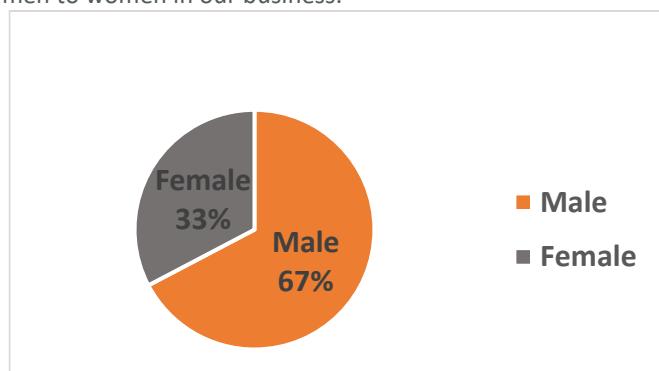
2020 Gender Pay Gap Report



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.



Approximately 12% of our employee population work part-time and that is evenly split between men and women.

Pay and Bonus gap figures

The following table shows our mean (average) and median (mid-point) hourly gender pay difference as at the snapshot date of 5 April 2020. It also shows our bonus gap. We are disappointed to report that the pay gap has increased slightly this year. We remain committed to addressing this.

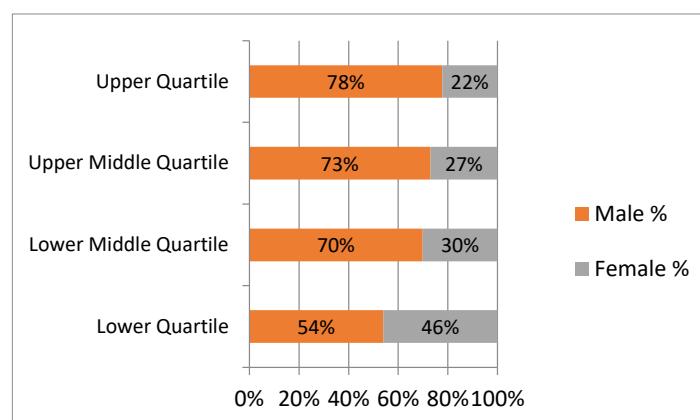
Pay difference between men and women

	Mean	Median
Pay Gap	19.0%	18.1%
Bonus	96.8%	20.0%

The bonus difference is calculated over a period of 12 months prior to 5 April 2020. Bonuses paid include Spot Bonuses, Sales Incentives, Management Schemes and Long Service Awards. The average bonus gap has increased this year, due to changes at the Executive level requiring retention measures. However, the median bonus gap has improved some 13%, over last year. The median is less influenced by extreme values at either end of the range which can impact the mean.

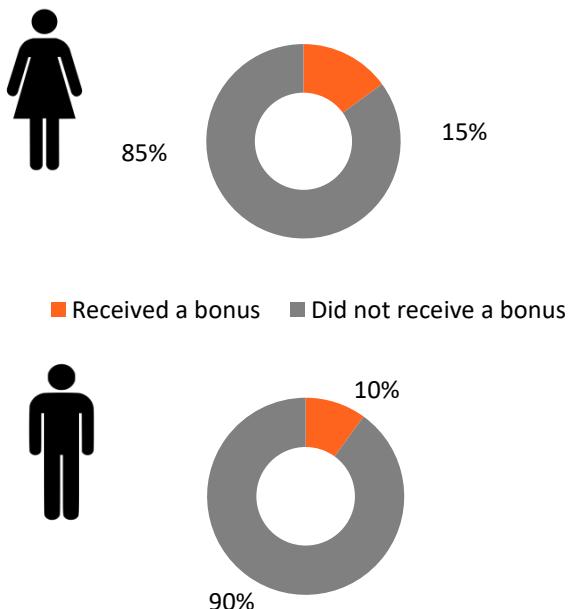
Proportion of males and females in each pay quartile band

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



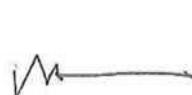
Proportion of males and females receiving a bonus

A higher proportion of women than men received a bonus.



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. For 2020 we are also offering 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 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

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 continually review attraction and recruitment practices to widen the diversity of available candidates and are exploring more positive action to address this.

TRL now advertises all its job vacancies offering the opportunity for flexible working from day one, thereby supporting the CIPD's #FlexFrom1st campaign. 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.