

# Gender Pay Gap Report - 2021



TRL Limited

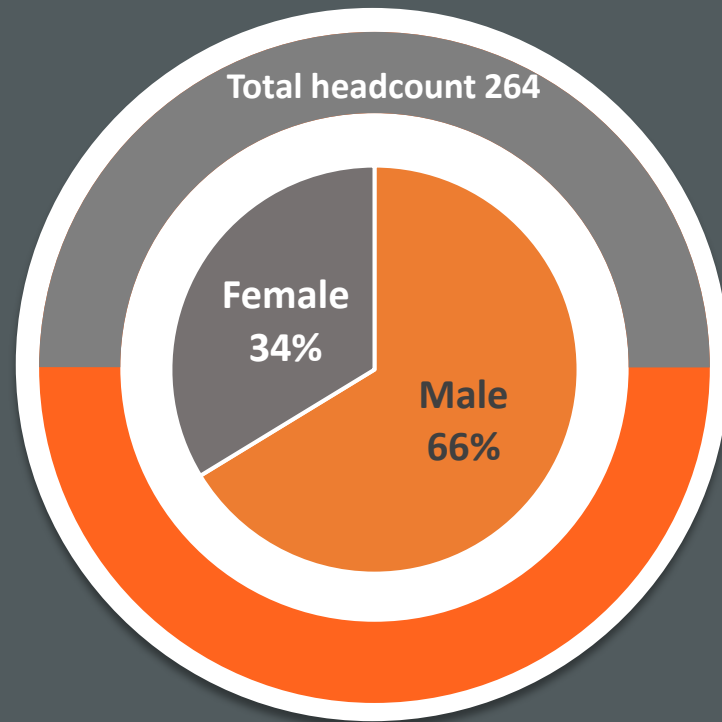


# Our Organisation

## Our gender split

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.



# Pay and Bonus Gap



	Mean	Median
Pay	16.6%	12.7%
Bonus	70.7%	-12.5%

## Pay

2021 figures show positive progress in our gender pay gap. The mean has improved by 2.4% points and the median by 5.4% points. Our female representation in the upper quartile has increased to 29% (from 22%) which has had a direct impact on the pay gap. Covid-19 also has certainly influenced these figures. Twice as many male staff were furloughed than female during the calculation period.

## Bonus

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 improved from 96.8%, due to the non-payment of management bonuses and the median bonus received by women was higher than that of their male colleagues. The median is less influenced by extreme values at either end of the range which can impact the mean.

## Proportion of Staff receiving a Bonus

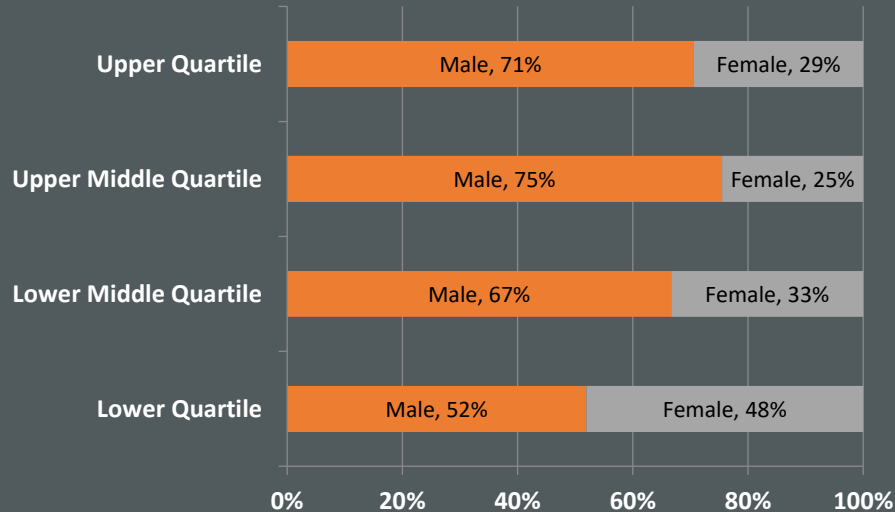


8.5% of all females




14.5% 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 increased to 29% from 22% last year. This has been achieved through a combination of recruiting senior female talent into the organisation and internal growth.

# Understanding the Gap

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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.

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 early career 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.

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 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**