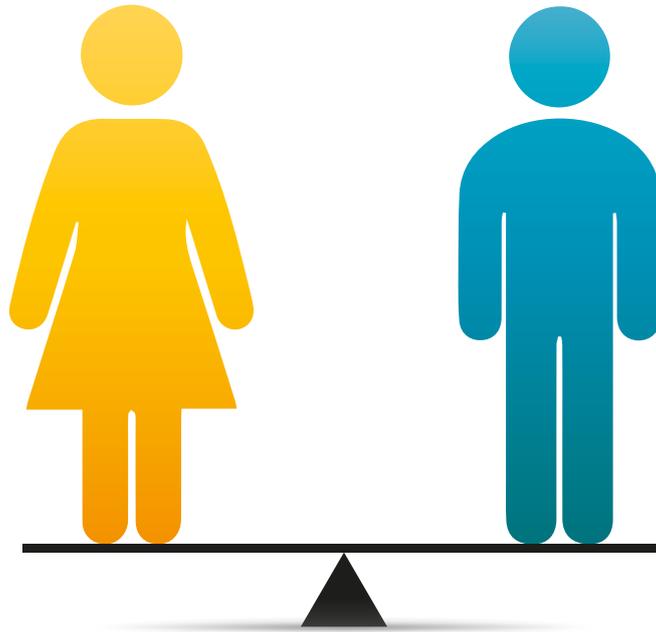


GRS GROUP GENDER PAY REPORT 2017



GRS is pleased to publish its first gender pay report in line with the requirements of the Equality Act 2010. Our data shows there is a gender pay difference – as there is nationwide – but the ‘gap’ at GRS is less than the construction industry average.

GRS is Britain’s largest trader and handler of bulk and bagged construction aggregate, waste materials and associated construction services. We have an enviable reputation for great service and ‘going beyond’ for our customers.

We have been named among the highest climbers on the Sunday Times top track 250 growth companies for the past two years, and today we employ over 500 people across 50 sites nationwide, from trading offices and bagging plants to rail depots and recycling facilities. Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, employees with 250 or more employees are required to publish their gender pay gap data annually.

GRS Group is committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/ maternity circumstances, sexual orientation, gender reassignment, disability or learning difference.

All statistics were compiled using the standard methodologies set out in the Regulations, based on a “snapshot date” of 5 April 2017, with reference to the ACAS guidelines where appropriate. We are publishing the results on our own website and the government website to demonstrate our commitment to reducing the gender pay difference.

In this report:

- 1. Our findings / 2. Quartile pay bands / 3. Reasons for our pay difference**
- 4. GRS compared with other sectors / 5. The action plan**

We are confident that our gender pay difference does not stem from paying men and women differently for the same or equivalent work. Rather, the difference is the result of the roles in which men and women work within the organisation and the salaries that these roles attract.

We can use these results to assess:

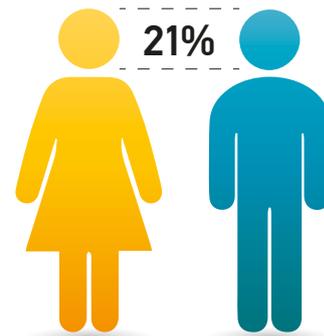
- the levels of gender equality in our workplace
- the balance of male and female employees at different levels
- how effectively talent is being maximised and rewarded

In this report we have looked at:

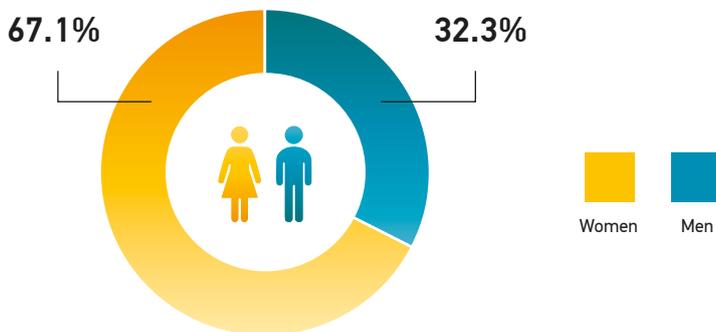
- the mean gender pay difference
- the mean gender bonus pay difference
- the proportion of men and women in each 'quartile' pay band

1. Findings from our analysis

	Average (Mean)
Gender Pay Difference	21%
Gender Bonus Pay Difference	26.1%



Proportion of men and women who received a bonus payment



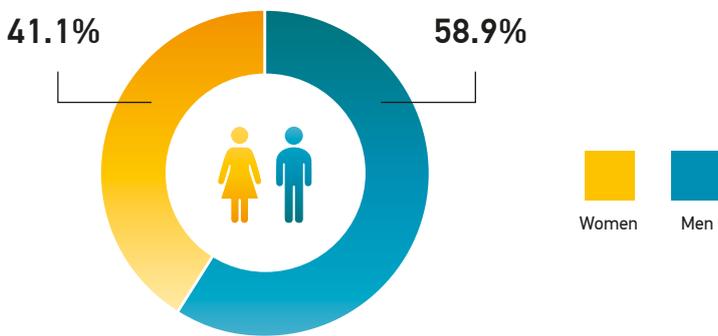
Proportion of men and women across the group



2. Proportions of men and women in each quartile pay band

This data shows the male to female split of our workforce in each pay quartile. It was established by ranking our whole workforce in order of hourly paid rates from lowest to highest and then dividing them into four equally sized pay quartile groups, following which the proportions of men and women in each of the quartiles were calculated.

Lower quartile



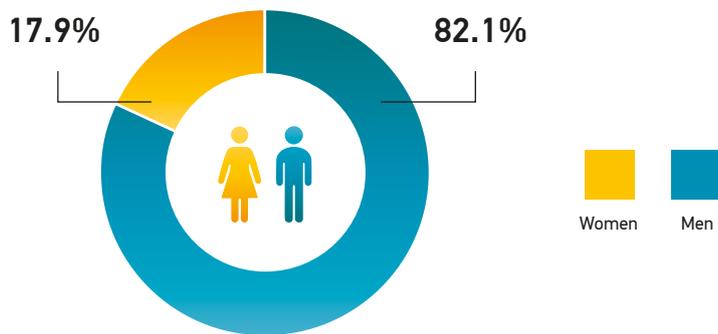
Lower - Includes all employees whose standard hourly rate places them at or below the lower quartile.

Middle Lower quartile



Middle Lower - Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median.

Middle Upper quartile



Middle Upper - Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile.

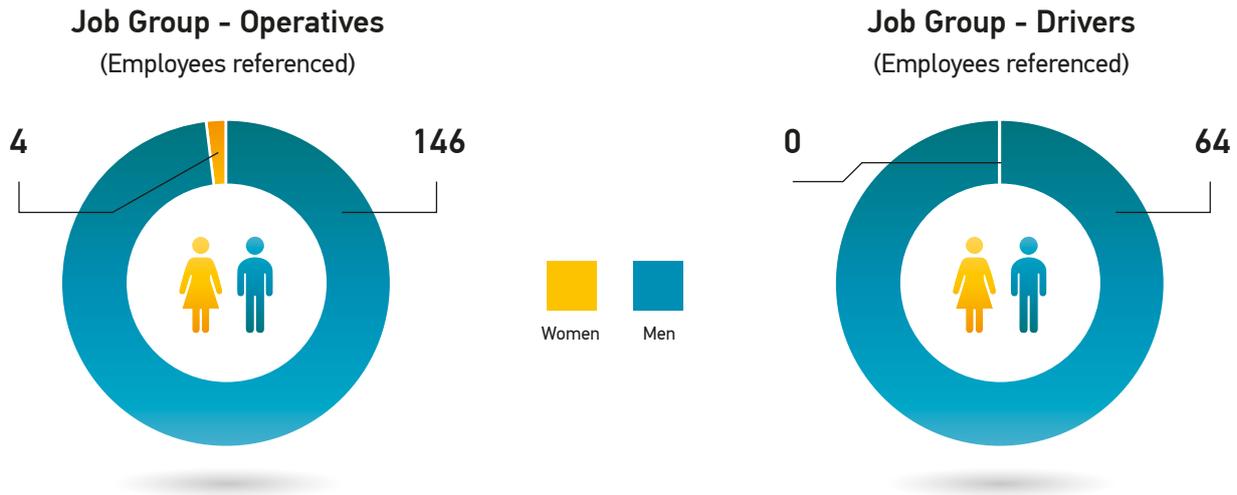
Upper quartile



Upper - Includes all employees whose standard hourly rate places them above the upper quartile.

3. Reasons for our gender pay difference

Our industry – construction, waste and recycling – employs predominantly male workers, particularly at blue collar level (operatives and drivers). The data analysed shows that 68.2% of our workforce are male and the proportion of men increases to 98.1% when measured over our blue-collar workforce alone (see the charts below). Equally, administrative staff tend to be women.

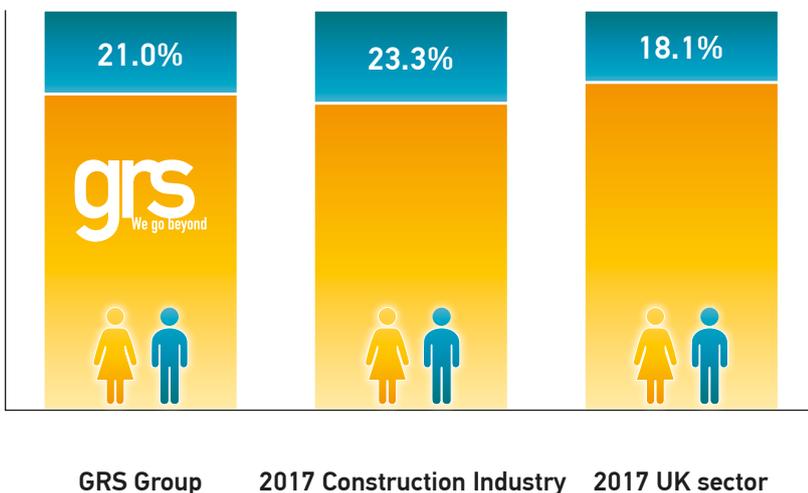


Total Employees Referenced	Female	Male
Percentage - (Gender Count)	1.9% - (4)	98.1% - (210)

4. GRS compared with other companies

The majority of organisations have a gender pay gap. Our gender pay difference compares favourably with many other organisations, particularly in our industry sector (construction).

Mean gender pay difference - comparison



5. Addressing the gender pay difference - Action plan

GRS Group's gender pay difference compares favourably with its counterparts in the construction sector but less favourably with that of the whole UK economy. Narrowing the gender pay difference at GRS within this traditionally male-dominated industry is a matter of high priority for the GRS Executive Board, which unanimously acknowledges the opportunities of addressing this issue.

We are therefore committed to acting wherever we can to reduce the gap, recognising that the scope to act has its limitations (for example the fact that the construction industry is inherently male dominated).

Over the past 12 months at GRS, middle to upper management has seen a trend from a 100% male dominated in Middle Upper Quartile, to 81.3% male and 18.8% female. This is due to the recruitment of external personnel into the business at a senior management level as well as the promotion of women from within the business. This has given us the opportunity to start to address the issue. We now have 4 female drivers and 2 male administrators.

Our people development strategy has seen a commitment to an academy approach, offering training to create equality in opportunity and to encourage employees to develop and grow within the business. In future, our First Line Management Course will be implemented across the business (2018) along with My Development Goals, a development programme offering all employees opportunity for career development and training.

The steps that GRS Group is already taking to promote gender diversity in all areas of its workforce include:

- **Identifying barriers to gender equality by monitoring males and females applying for jobs. Also monitoring the proportion of males and females applying for and attaining promotion along with monitoring those leaving the business and the reasons for this.**
- **Reviewing HR policies, for example flexible working policy.**
- **Implementing people development strategy to nurture talent in all areas.**
- **Actively promoting and training women in GRS.**

I, Jon Fisher, CEO, confirm that the information in this statement is accurate.



Jon Fisher
Chief Executive Officer, GRS Group
31 March 2018