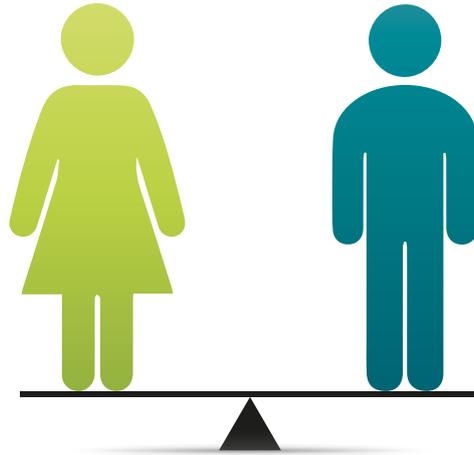


# GRS GROUP GENDER PAY REPORT 2021



GRS is pleased to publish its Gender Pay Report for 2021. Significant changes during 2020 means that a like-for-like comparison with the past year is not possible. However, in previous years the data showed that the average pay difference between women and men employed by GRS has continued to reduce and that any 'gap' is the result of the different roles carried out by men and women in the business.

GRS is Britain's largest trader and handler of construction products, waste materials and associated services. Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, we are required to publish our gender pay data annually.

The GRS Group went through significant changes in 2020 as a result of the global pandemic and a company restructure. In addition, two subsidiary businesses were integrated into the Group and they are included in our gender pay figures for the first time. This means that the total number of people covered by this year's report has grown by almost 20%, with the vast majority being male.

As a result, a like-for-like comparison with past years is not possible. The figures in this report therefore provide a new baseline from which our progress in future years can be measured.

One of the three pillars in the GRS Group's core strategy is to be 'number one for people' (the others being 'number one in the market' and 'number one for customer experience').

GRS is therefore committed to equal opportunities and equal treatment for all employees, regardless of their sex, race, religion or belief, country of origin, age, marriage or partnership status, pregnancy, maternity or paternity circumstances, sexual orientation, gender reassignment, disability or learning difference.

We are confident that any gender pay differences highlighted in our data do 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.

**All our statistics were compiled using the standard methodologies set out in the Regulations, based on a 'snapshot date' of 5 April 2021 (2020), with reference to the ACAS guidelines where appropriate.**

In this report we have looked at:

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

# 1. How we will use the results

We are publishing the results on our own website and the appropriate government website to demonstrate our commitment to addressing any differences in gender pay.

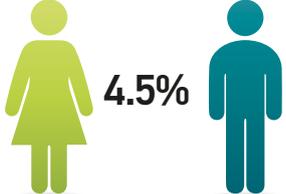
**We will also use the results of our analysis to assess:**

- the levels of gender equality in across our business
- the balance of male and female employees at different levels and in different roles
- the effectiveness of our people development programmes
- how effectively talent is nurtured and rewarded

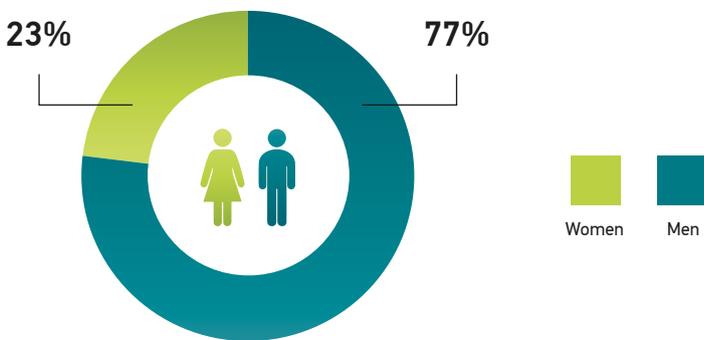
# 2. Key findings

The big difference between 2019 and 2020 gender pay data is the result of global pandemic and a company restructure, including the inclusion of subsidiary businesses in the 2020 data. Prior to 2020 the data showed huge improvement year-on-year. This was achieved through the promotion and appointment of several women to management and senior roles. We also introduced a comprehensive people development programme and a number of flexible family-friendly policies.

	Average (Mean)	Average (Median)
Gender Pay Difference	+4.5% (+27%)	+3.4% (+17.7%)
Gender Bonus Pay Difference	+28.1% (-31.6%*)	+24.3% (-43.3%*)



**Proportion of men and women across the group**



**Proportion of men and women who received a bonus payment**

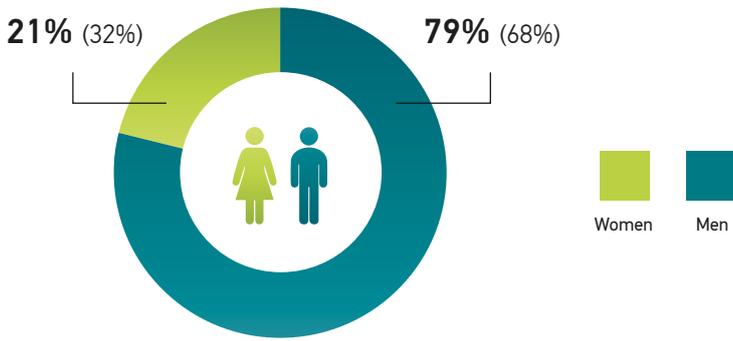


\*Because the April 2020 snapshot was during a time when many staff were furloughed only a handful of people qualified for bonus payments. Note - number in brackets indicate the previous year's data for comparison.

### 3. Quartile pay bands

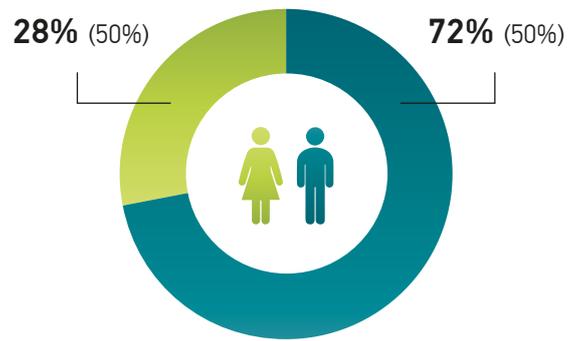
This data shows the male to female split of our workforce in each pay quartile. It was established by ranking our whole workforce in order of hourly paid rates from lowest to highest and then dividing them into four equally sized pay quartile groups, following which the proportions of men and women in each of the quartiles were calculated. At the snapshot date of the analysis many employees were on furlough, resulting in some data appearing skewed.

**Lower quartile**



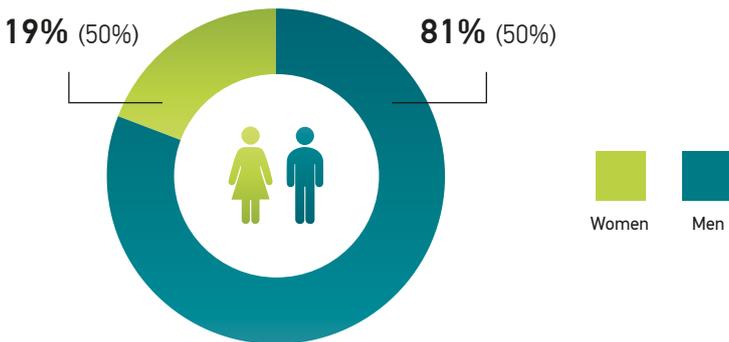
**Lower** - Includes all employees whose standard hourly rate places them at or below the lower quartile.

**Middle Lower quartile**



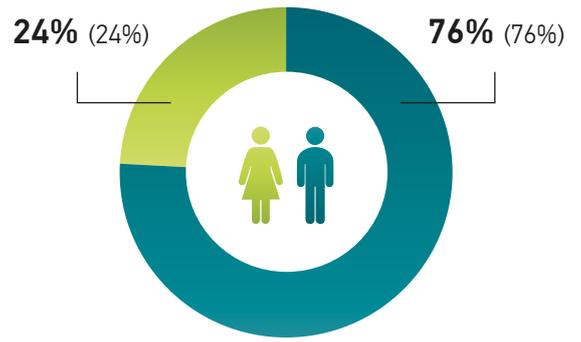
**Middle Lower** - Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median.

**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.

**Note** - number in brackets indicate the previous year's data for comparison

### 4. Reasons for our gender pay difference

Our industry – construction materials, transport, waste and recycling – employs predominantly male workers in operational roles – these are mainly site operatives and drivers. A smaller number of administrative staff tend to be female although we have seen an increase in men joining the admin team. The gender pay difference at GRS is primarily a reflection of the different jobs done by men and women in the organisation and the salary levels for those roles.

**Where men and women are doing the same job we can confirm that there is no gender pay gap in each case.**

### 5. Addressing the gender pay difference

Significant progress is being made to narrow the gender pay gap at GRS, and it remains a matter of priority for the GRS Executive Board, who unanimously see the opportunities of more diversity across the Group.

We are therefore committed to acting wherever we can to improve diversity, recognising that the scope to act has its limitations (for example the fact that the construction industry is inherently male dominated in drivers and operators).

In particular, our comprehensive people development strategy – delivered by the ILM-recognised GRS Academy – has introduced a number of training programmes including our ‘First Line Management Course’ attended by a diverse range of employees. Equally, the GRS ‘My Development Goals’ scheme, which was introduced across the business in 2018, gives all our employees opportunities for personal development and training.

The continued actions that GRS is taking to support gender diversity across its workforce includes:

- **Supporting parents with a range of family-friendly policies and benefits/perks**
- **Creating opportunities in operations and driving eg with more flexible hours, job shares, etc**
- **Promoting / appointing women to more senior roles where appropriate**
- **Implementing our people strategy that aligns with our business strategy**
- **Actively celebrating the role of women in GRS and in construction**
- **Monitoring our performance and evidence base**

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



Jon Fisher  
Chief Executive Officer  
GRS Group

April 2021