

DRS GENDER PAY GAP REPORT



2020



Welcome to our 4th Gender Pay Gap Report for Direct Rail Services. Our gender balance and gender pay gap is something which we continue to focus on as an organisation.



CHRIS CONNELLY
MANAGING DIRECTOR

Since our last report we have seen some considerable development and changes, which are reflective of many positive actions taken to try and retain a significant focus on gender balance and positivity, and our efforts to reduce the gap, details of which you will read further on in this report.

We have received recognition for the work we are doing, having received accolades such as winning the 'Top Employer' category at the May 2019 Women in Rail Awards, a fantastic achievement for us.

I am pleased to note the increase in the number of women in our organisation, as we welcomed 11 new female employees in to our business. It is also encouraging to see a positive movement of women into the upper pay quartile, which has increased by 4%.

All the small changes we are implementing are making a difference. Of course, there is still work to do and it remains a strong focus for us. We must continue with these improvements and build on them in the coming years.

Regards
Chris

What is the difference between the gender pay gap and **equal pay**?

Gender Pay Gap

This report deals with the gender pay gap. This is the differences in the average hourly rate of pay between male employees and female employees. The gender pay gap is reported on both mean (average) and median (mid-point on a distribution) basis.



Equal Pay

UK law has since the 1970s, prohibited paying different amounts to men and women who are doing 'like work', 'work of equal value' or 'work rated as equivalent' unless there is 'genuine material factor' for the difference. This is not the same as a gender pay gap.



The DRS Gender Pay Gap

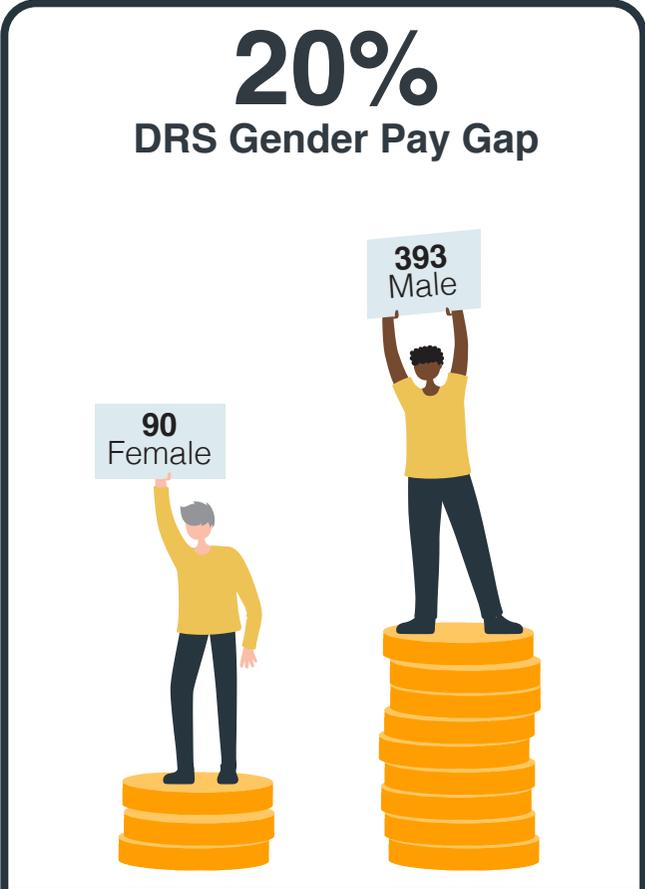
Number of DRS Employees: 483

The overall gender pay gap for DRS, when comparing mean pay, is 20%

This is more than the national average* of 17.4%

The median pay gap is 38%

(*According to the October 2019 Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) figures).



Gender Breakdown Per Quartile:	LOWER	LOWER MIDDLE	UPPER MIDDLE	UPPER
	58% Male	83% Male	96% Male	89% Male
	42% Female	17% Female	4% Female	11% Female

Period 6th April 2019 to 5th April 2020

Explaining the Gap

The number of females in the organisation has increased by 1% since the last report, meaning that the organisation now employs 81% male and 19% female. Whilst a large proportion of our females are employed in the lower quartiles, there has been a positive increase of females in the upper quartile by 4%. The hourly gender pay difference mean has decreased by 1%, and the median has reduced by 2%, which is positive news.

Distribution of bonuses across males and females

The proportion of male and female employees reflects that there are fewer males receiving a bonus this year compared to previous years (-4%). This is as a result of changes to the bonus structure.

Positive actions taken to reduce the gap

It is recognised that changes will be at a slow pace but focus has been placed across all levels:

- We won multiple awards over the year including Top Employer at the Women in Rail Awards and Inclusivity Director Award at the IOD Awards.
- Our Head of HR was appointed as the UK Education Engagement Lead for the Women in Nuclear group and is part of the WiN Executive Board.
- Five of our female leaders attended a Women in Nuclear International Conference.
- In a typically male focused area of our business, we employed a female Operations Manager, promoted internally, and also employed a female Regional Operations Delivery Manager, both who behave as wonderful role models for our females.
- We celebrated female related events such as International Women's Day and International Women in Engineering Day, promoting the great work our women do.
- Two of our female Directors ran multiple courses on topics such as Impostor Syndrome and Finding your Personal Brand for our female employees.
- A significant commitment was made to flexible working within our organisation with the introduction of a company target to accommodate at least 95% of all flexible working requests. We exceeded this by accommodating 100%, including things such as compressed hours, part-time working, and changes to shift patterns, all with a view to supporting our colleagues to work in a way which helps them balance their home and working lives.
- We introduced additional measures in to our recruitment process to ensure a better balance of candidates, including a gender decoder on our adverts to highlight and amend any words or phrases that may be more biased towards males or which may inadvertently deter female applicants.
- We began succession planning in 2019 at a senior level and we have now begun to cascade this process within the company.

Our Mid-term Plan:

- Moving forward with our newly formed Transport Division, Nuclear Transport Solutions (NTS) and the growth in our organisation we plan to work hard to embed a shared ethos and action plan to address our gender pay gap and continue to reduce it within the newly formed larger organisation. This will include building on the good work and commitments of both standalone organisations to come together and pool resources to address as one, commencing with the embedding of the new Executive Team and Heads of Service.
- We will commit to the principles of flexible and agile working across our Group Organisations, ensuring that this approach is truly embedded and that all colleagues are accountable for adopting the agreed approach, encouraging a flexible work-life balance which allows for all colleagues to work effectively and safely in a way that suits them and their family life. As part of this we will review our policies and procedures with a gender lens, to ensure that there are no policies or procedures which inadvertently disadvantage one gender over another.
- We will commit to the principles of fairness and meritocracy across our Group Organisations which mean effective recruitment and selection principles are adhered to, eliminating bias, be that conscious or unconscious, from all of our recruitment practices, and continue to utilise tools to 'check ourselves', such as the gender decoder, when advertising roles.
- We will continue to invest in our females as well as our males, looking for opportunities and sponsoring individuals for development opportunities or events which will help them become leaders of now, or leaders of the future. This will involve further investment in our Succession Planning and Talent Management activities in order to identify and retain our talented colleagues.

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