

Environmental Resources Management Limited

# Gender Pay Gap Report

June 2021

*The gender pay data in this report has been validated by Korn Ferry*



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*The business of sustainability*



# Introduction

## Foreword

This report provides information regarding the gender pay gap within Environmental Resources Management Limited (our UK Company), reflecting the position on 5 April, 2020. The report also provides a summary analysis of some of the factors that contribute to the findings presented in this report. Given the various business resilience measures that were active at the time of this report, the trends we have seen over the past few report cycles have been disrupted. We believe our next report will provide a more accurate picture of how measures we have taken in the past few years have affected our gender pay and bonus pay gaps in the UK business. As previously reported, we remain committed to building an inclusive culture across ERM. We launched a global strategy in 2018 that helps us adapt, educate and engage as a business, and build a company where everyone can bring their whole self to work. Our global strategy continues to evolve and our commitment to this continues.



A handwritten signature in black ink, appearing to read 'K James'.

**Keryn James**  
*Group CEO*



A handwritten signature in black ink, appearing to read 'V Sauvaire'.

**Vincent Sauvaire**  
*Northern Europe Business Unit Managing Partner*

## Company Background

ERM is a leading global provider of environmental, health, safety, risk, social consulting services and sustainability related services. We work with the world's leading organizations, delivering innovative solutions and helping them to understand and manage their sustainability challenges. As at April 2020, ERM employed over 5,500 staff worldwide, with over 400 people employed by Environmental Resources Management Limited based in the UK. ERM has operated in the UK since 1971 and has been at the forefront of environmental and social consultancy. Our services to private and public sector clients offer a rare blend of technical and business management skills to help them understand and manage their environmental, health, safety, risk and social impacts. "The business of sustainability" reflects what we do to support our clients as they strive to attain their business goals. Sustainability and business are now inextricably linked and as an expert in sustainability, we play a role in helping companies achieve their objectives with an understanding of how this impacts wider society and the environment.

## Gender Pay Gap Legislation

The UK Government Equalities Office's Gender Pay Gap reporting regulations came into force in April 2017, and employers in the UK with 250 or more relevant employees are now required to publish mandatory information concerning gender pay. This report enables ERM to meet its obligations to publish our overall mean (average) and median gender pay gaps, gender bonus gaps, gender distribution within salary quartiles and bonus-received proportion.

The gender pay gap is a measure of the difference between men's and women's average earnings across the organisation irrespective of their role or seniority, and is expressed as a percentage of men's earnings. Organisations such as ERM that have more men in senior roles are likely to have a gender pay gap.

It is important to note that gender pay is different to equal pay. Equal pay is defined under the Equal Pay Act as work of equal value, or 'like' work which is the

same or broadly similar and extends to the full terms and conditions of employment (ie basic pay, overtime rates, performance related benefits, hours of work, access to pension schemes, non-monetary terms, and annual leave entitlements).

This report provides data on ERM's gender pay gap as at 5 April, 2020.

## Population

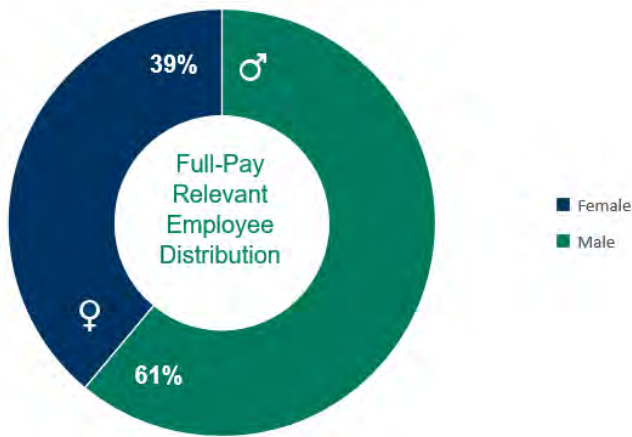
Environmental Resources Management Limited is the only UK employing entity that falls into scope, as it employs more than 250 employees. No other UK based ERM companies are covered in this report.

The legislation specifies a 'snapshot date' that employers must use as the basis for their data reporting. It also provides specific definitions for determining which employees are relevant for reporting purposes (a detailed glossary of definitions and terms is included in the Appendix).

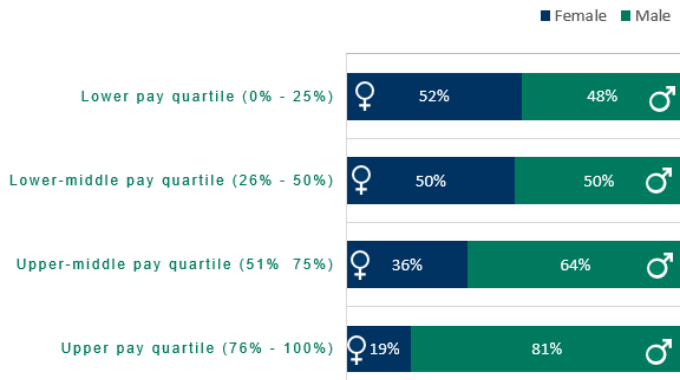
As at the snapshot date (5 April, 2020), 215 employees fell into the scope of 'full-pay relevant employees' with respect to the calculation of hourly pay, and 404 people were in scope for bonus pay calculations (bonuses paid in the 12 months prior to the snapshot date). The difference is due to 189 people being excluded from the hourly pay calculations as they were not considered as full-pay relevant employees as per the legislation (for example, those receiving reduced pay for absence, such as sabbatical, maternity or unpaid leave).

The data contained in this report has been reviewed and validated by a third party, Korn Ferry.

## Employee Distribution



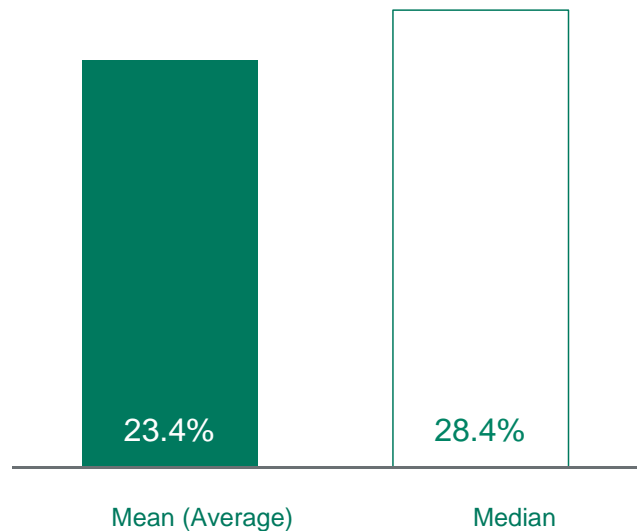
This section refers to the population included in the hourly pay gap calculation, referred to as full-pay relevant employees. The graphic above shows the overall gender distribution of full-pay relevant employees within Environmental Resources Management Limited. Overall gender distribution is slightly skewed towards full-pay relevant male employees.



In order to understand ERM's gender pay gap, it is important to show the proportion of males and females in each pay quartile, presented in the charts above.

## Hourly Pay Gap

The chart to the below shows the overall hourly pay rate gap for Environmental Resources Management Limited.



The overall hourly pay gap across all levels is 23.4% (mean) and 28.4% (median), based on a population of 215 relevant employees.

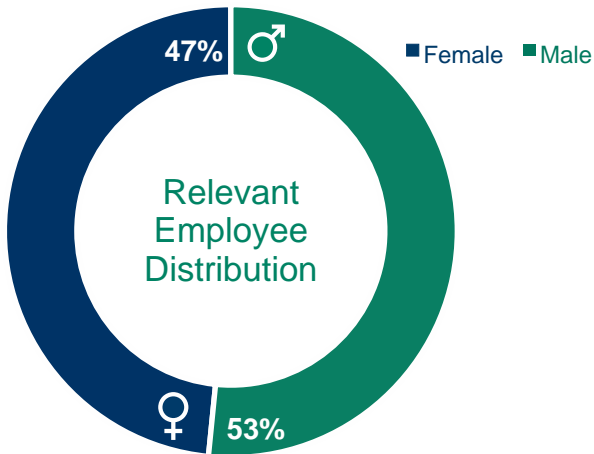
An unusually high proportion of staff were excluded from the hourly pay reporting as they were not working their usual hours due to the global pandemic. This included among others:

- 55 females and 36 males on furlough
- 31 females and 40 males taking unpaid leave / reduction in salary

Whilst the gap is higher than in our last report, this does not necessarily indicate a negative trend but can be more easily explained by the significantly different sample as result of additional exclusions this year (brought about by Covid-19 and employees volunteering for furlough and unpaid leave). Both the average and mean gaps continue to be lower than Korn Ferry's analysis of gender differentials on their database, which indicate an overall average of 28.5%.

# Bonus Pay

## Employee Distribution



The graphic above shows the overall gender distribution for bonuses for relevant employees within Environmental Resources Management Limited.

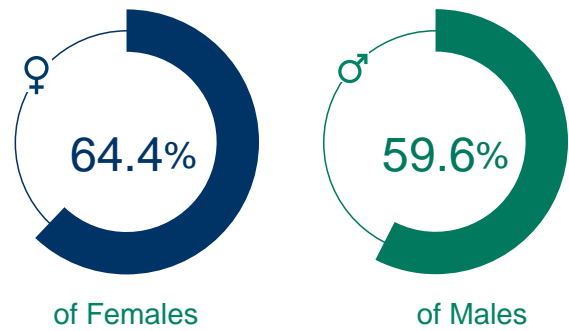
## Bonus Pay Gap

The chart to the right shows the overall bonus pay gap. The bonus pay gap between males and females (across all levels) is 43.2% (mean) and 37.2% (median).

The gap with the mean and median reflects the fact that there are still significantly more males in senior roles than females within the relevant employee population receiving a bonus during the reference period.

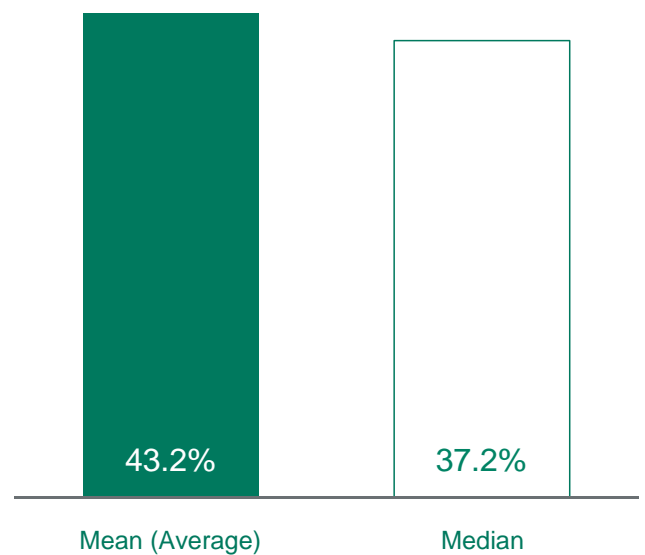
Other reasons for a difference include date of hire which impacts bonus eligibility, salary sacrifice into pensions and part-time working.

## Percentage of Males and Females Receiving a Bonus



Only jobs that received a bonus have been included in the bonus pay gap analysis (i.e., where no bonuses were awarded, this was not taken into consideration for the purposes of calculating average bonuses).

The proportion of males and females receiving a bonus is comparable to 2019. Overall, the percentage of females receiving a bonus is higher than the percentage of males.



# Conclusions & Commitments

## Conclusions

The key conclusions of this report are:

- ERM continues to have a pay gap (for hourly and bonus pay) in its eligible UK business.
- This gender pay gap continues to be driven by the gender distribution of employees. While there has been an improvement in the gender split at the lower and lower-middle quartiles, we continue to have more males in senior consulting roles.
- More females than males received a bonus this year. However, the bonus pay gap increased by 0.1% from last year and the median gap decreased by 3.5%.
- The bonus pay gap continues to be driven by the fact that ERM has more males than females in senior roles.
- ERM expects to continue to have a gender pay gap until such time that there is a more even gender split across the senior levels within the organisation.
- Given the various business resilience measures that were active at the time of this report, the trends we have seen over the past few report cycles have been disrupted. We believe our next report will provide a more accurate picture of how measures we have taken in the past few years have affected our gender pay and bonus pay gaps in the UK business.

- Continue gender-neutral recruitment processes and encourage hiring managers to review diverse slates of candidates.
- Focus on developing and promoting female employees from within the organization, both through participation in globally-led development programmes, as well as UK-specific talent development initiatives.
- Continue to support modern working in order to attract and retain females at all levels.
- Maintain our keen focus on balance during each pay review and address any gaps, as required.

ERM's UK gender pay gap will continue to be monitored and published in coming years and we will hold ourselves to account to ensure that:

- We make a concerted effort to create more diversity at Partner level, by focusing on our Path to Partnership promotion pipeline and targeted external recruitment.
- Our talent management and recruitment processes are inclusive and aim to reflect the diversity of existing employees and the geographical talent markets in which we source candidates.
- ERM has been acquiring businesses and those businesses have typically had more males in senior leadership roles. This will impact the gender pay gap in future years.

## UK Commitments

ERM is committed to addressing the gender pay gap and has a global commitment to diversity and inclusion, as well as specific actions we are taking within our UK business.

Key to closing our gender pay gap is ensuring we have increasingly more women in senior leadership roles. We need to encourage and support the demographic changes we need to see at our more senior levels. We have a series of commitments to push this agenda forward as follows:

# Appendix

## Definitions\*

### Snapshot date

Gender pay gap calculations are based on figures drawn from a specific date each year called the 'snapshot date', which is 5 April. The reference period for this report is the 12-month period preceding April 2020.

### Relevant and full-pay relevant employees

- All employees employed by Environmental Resources Management Limited on the snapshot date are referred to as 'relevant employees'.
- All employees who were paid their usual full pay in their pay period that included the snapshot date are referred to as 'full-pay relevant employees'.

### Ordinary pay

Ordinary pay includes any monetary payment such as:

- Basic pay
- Allowances (such as overseas allowance payments)
- Pay for leave

Gross figures are used:

- Before tax and any deductions for employee pension contributions
- After any deductions for salary sacrifice

### Bonus Pay

Bonuses include any rewards related to:

- Annual performance bonus
- Ad hoc bonuses, including referral bonuses, global recognition, thank you and service excellence awards

### Hourly pay rate

- Add together each employee's ordinary pay and any bonus pay
- Divide the total by the 'appropriate multiplier' – this gives you the employee's average weekly pay
- The specific 'appropriate multiplier' for monthly pay periods is 4.35 (30.44 days divided by 7)
- Divide the result for each employee by the number of their weekly working hours – this gives you the employee's average hourly pay rate

### Mean (Average)

The arithmetic mean obtained by adding several quantities together and dividing the sum by the number of quantities.

### Median

50th percentile, which divides the upper 50% from the lower 50% of data.

### Proportion of males and females receiving a bonus payment

Number of male relevant employees who received a bonus divided by the total number of male relevant employees. Number of female relevant employees who received a bonus divided by the total number of female relevant employees.

### Salary Quartiles

The proportion of male and female full-pay relevant employees in four pay bands.

- Full-pay relevant employees are ranked from highest to lowest paid
- Divided into four equal parts ('quartiles')
- The percentage of men and women is calculated in each of the four parts

\*These definitions draw upon information provided on the GOV.uk gender pay website. For further details on the methodology used refer to [www.gov.uk/guidance/gender-pay-gap-reporting-overview](http://www.gov.uk/guidance/gender-pay-gap-reporting-overview)

