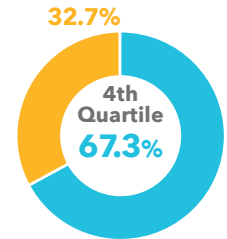
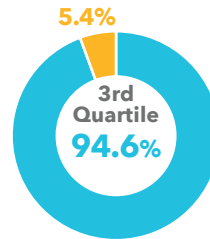
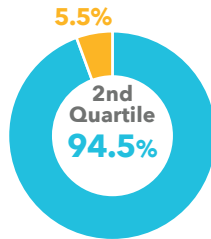
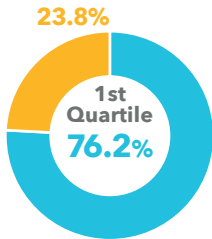


Shred-it Gender Pay Findings

Shred-it Gender Pay

March 2019

	Nos	Total Pay	Mean Pay	Mean Difference	Median Pay	Median Difference
MALE	488	£7,071	£14.49	-28%	£11.29	-15.3%
FEMALE	99	£1,836	£18.55	-28%	£13.02	-15.3%



Shred-it Gender Bonus

	No Team Members	Received Bonus	Total Bonus	Mean Bonus	Mean Difference	Median Bonus	Median Difference
MALE	517	449	£1,597,803	£3,558	-139.9%	£1,500	-4.2%
FEMALE	108	104	£888,027	£8,538	-139.9%	£1,562	-4.2%

MALE
87%

FEMALE
96%

Employee who received a Bonus

Results Explained

- At Shred-it, we believe in creating a diverse and gender balanced workforce who provide an excellence service to our customers within the community.
- We pride ourselves as being an equal opportunity employer and we encourage the development of team members into all role categories irrespective of gender.
- The negative gender pay gap of 28% is as a result of the number of female team members in receipt of sales or customer related commission/bonus payments linked to role responsibilities at the time in question. The remaining workforce were in Operational roles that did not attract similar incentive plans.
- We are comfortable that basic salary provisions for the majority of our role categories reflect market trends and individual team members receive the same hourly rate for undertaking designated activities.
- As a contrast to the above, we have a large proportion of male team members associated within Operations who would not attract commission payments, however would qualify for regular overtime payments, which for the purpose of this reporting exercise have been excluded, and therefore the results do not necessarily show a true reflection of pay earnings.

- The negative gender bonus gap of 139.9% is relative to all of the above. Out of the team members in receipt of a bonus, 19% were female colleagues who received a higher proportion of bonus in comparison to male colleagues. This is due to the nature of the roles female team members as employed within the organization.

Our Thoughts & Next Steps

- We recognize the need to level the gap further, and acknowledge that the results are heavily influenced by the gender in balance in certain role types.
- We aim to do this in conjunction with the Global Compensation team and as part of a new framework to address some of these issues.
- We will also attempt to attract both gender types in opposite functions where possible.

How we will make a Difference

- Implement a candidate attraction strategy that promotes diversity and equality within the business.
- Ensure that the widest possible pool of candidates are encouraged to apply for available roles with a focus on those in under represented groups.
- Promote and develop a diverse team within other functional disciplines such as Sales or Shared Services.
- Commit to review overall compensation plans for all role types to ensure fairness and equality in the future.
- Utilise Apprentice levy funding and develop programmes to ensure pipeline of suitably experienced candidates for succession planning in middle to senior management roles and under represented group roles.
- Promote flexible working initiatives within the business to encourage and support team members with caring opportunities to achieve a good work/balance.
- Promote equality and diversity within the business, through education and awareness programmes.
- Support job shadow and secondment opportunities to enhance better understanding of role opportunities across the business.