



# GENDER PAY NARRATIVE

April 2020

---

# INTRODUCTION

In light of the Government Regulations regarding Mandatory Gender Pay Gap Reporting, which applies to all employers in England, Wales and Scotland with at least 250 employees as of the 5th of April 2020 snapshot date, Total Reward Group have been tasked with writing the Gender Pay Narrative to support the gender pay gap reporting requirements for Ryder as of the 5th of April 2020 snapshot date.



# FOREWORD

We are the industry leader in commercial vehicle contract hire, rental, fleet maintenance and dedicated delivery solutions for organisations of all sizes. We operate across North America, the United Kingdom and Asia, with our headquarters located in Miami, Florida.

We are the industry leader in commercial vehicle contract hire, rental, fleet maintenance and Dedicated Delivery Solutions for organisations of all sizes. We operate across North America, the United Kingdom and Asia, with our headquarters located in Miami, Florida.

As an organisation we have a passion for driving change and innovation to better serve our customers by providing them with innovative technologies and solutions. Our vision is to become our customers' preferred and most trusted fleet service partner in Europe.

We care for our people and recognise that they are our greatest asset; through their creativity, diligence and expertise, we are an industry leader, focused on delivering unparalleled customer service and value. We are committed to attracting, developing and retaining the best talent available to ensure we create a workplace where every employee can contribute their full potential, in delivering our organisation's business objectives. We want to ensure our workforce is diverse and inclusive with a culture that remains open, collaborative, professional and respectful and open to embracing difference. We are committed to building an organisation which leverages individuals' unique talents so that we deliver a world-class service to our customers.

Like many organisations, COVID 19 has had a significant impact on our organisation. In some departments, we have needed to furlough teams, adapt quickly to remote working, and assist individuals with shielding / self-isolating or increased childcare / home-schooling responsibilities.

The full impact of COVID-19 will be reflected in our 2021 gender pay gap reporting as the consequences for women of increased childcare/home schooling responsibilities, furlough and job losses, particularly within our sector, are realised. We recognise that these pressures are being distributed equally across the workforce, shrinking an already pressurised female talent pool and creating the potential for the gender pay gap to widen as a result across the UK. We believe at Ryder it is therefore even more critical at this time to remain committed and focused on equality as we work towards a more gender balanced workforce.

We are on a longer journey to create a diverse and inclusive organisation and we continue as part of this to build upon the action plans we established to improve our programmes and activities already in place. We have a mean gender pay gap of 24.0% favouring males and a median gender pay gap of 27.88%. These figures are only slightly higher than the national figures reported by the Office of

National Statistics, 2020. This gap is reflective of the fact that men are over-represented within organisations in the Engineering and Transport industries like Ryder.

We are pleased that we see positive year on year trends in the form of minimal gender pay movement, with more variance in gender bonus calculations. Encouragingly, we see increased female bonus participation. We actively continue to invest in providing access to training and development opportunities to our entire workforce to encourage and promote progression across the organisation.

Females currently represent just 23% of our overall workforce. During the reporting period 84 females were hired, representing 25% of our new hires. 21% of employee promotions were female, with 28% of those being promoted to supervisory positions and 19% of those being promoted into management positions.

In our fourth reporting year, a number of initiatives are collectively influential in taking strides towards making Ryder a fair and balanced workplace. We continue to support the accelerated development among our high potential female colleagues at all levels through our training programmes.

We continue to ensure our HR policies encourage and support flexible working within the organisation and are working to ensure that what we have in place works for everyone. Our HR team actively supports our diversity message across the organisation by positively influencing and challenging our hiring managers to ensure they recognise how their individual behaviours and actions impact our overall ability to create an open, fair and inclusive workplace culture.

We know we have a lack of female representation in various STEM (Science, Technology, Engineering and Maths) roles. We recognise this is reflective of the sectors in which we operate and which have traditionally been male-dominated. While this is slowly changing, there are still fewer women than men studying and graduating in STEM subjects at school and university.

We continue to encourage greater female representation across the organisation through a variety of initiatives and are committed to maintaining the momentum we have experienced over the last year, as we strive towards a more gender balanced organisation.

# GENDER PAY GAP

Mandatory Gender Pay Gap Reporting applies to all private and voluntary sector employers in England, Wales and Scotland with at least 250 employees as of the 5th of April 2020 snapshot date. Those organisations are required to publicly report their gender pay gap metrics as follows on the government-sponsored website, with the aim of eliminating the gender pay gap:

MEAN GENDER PAY GAP	MEDIAN GENDER PAY GAP	GENDER BONUS PAY GAP
Difference between average hourly earnings of males and females	Difference between median hourly earnings	Proportion of male and female employees receiving a bonus within the 12 month period
MEAN GENDER BONUS GAP	MEDIAN GENDER BONUS GAP	PAY QUARTILES
Difference between average bonus earnings	Difference between median bonus earnings	Insight into career paths

The underlying reason behind the gap is predominantly due to the lower representation of women in more senior management roles in our organisation. Both the Engineering & Transport industries are typically male-dominated. This is reflected across our organisation, recognising the majority of our roles are sourced from these sectors. We know we have a lack of female representation in some of our more highly-skilled STEM roles which is contributing to our pay gap as we have a predominance of qualified male specialists in higher-paid roles.

While females currently represent 23% of our overall workforce, we are pleased that 14% of our Senior Management and Executive roles are currently being undertaken by females.

As of the 5th April 2020 payroll, our mean gender pay gap stood at: **24%** currently favouring males ▶ with our median gender pay at **27.88%** currently favouring males

These are slightly above the national mean (14.4%) and slightly above the national median (15.5%) as reported by the Office of National Statistics, 2020.

### YEAR ON YEAR COMPARISON

We are pleased that we see positive year on year trends in the form of a narrower mean bonus pay gap mean with a very marginal increase at the median. This is evidence of the effort we have already invested in providing access to training and development opportunities to our entire workforce to encourage and promote progression across the organisation.

	2020	2019	% DIFFERENCE
MEAN GENDER PAY GAP	<b>24%</b>	<b>23.96%</b>	... ▲ <b>0.04%</b>
MEDIAN GENDER PAY GAP	<b>27.88%</b>	<b>27.37%</b>	... ▲ <b>0.51%</b>

## BONUS PAYMENTS AND PARTICIPATION

Our mean bonus gap currently stands at:

**30.14%** with our median bonus gap almost eliminated at **0.25%**, continuing to favour females. We have a higher proportion of male employees receiving a bonus.

There is a large variation in bonus payments as we operate a number of discretionary role-specific performance-related bonus plans. These pay out on either a monthly or quarterly basis, including sales incentives, technicians' incentives, rental sales incentives as well as a driver's incentive plan. Our annual management incentive performance-related plan takes account of company and individual performance. It is important to remember the mean (or average) may not be a fair representation of the data, because the average is easily influenced by outliers and therefore it is important to also consider the median (middle point of the data set). If you have fewer outliers in your data set this will result in your mean and median being close together.

In our organisation, female employees generally occupy office based roles; in contrast, a higher number of male employees are engaged in roles which are eligible to participate in bonus plans. Only those in more senior positions are eligible for a bonus under the annual management incentive.

As an equal opportunities employer, all our permanent employees at eligible job levels, irrespective of their position, age, gender or ethnicity, are eligible for bonus.

### MEAN BONUS DIFFERENCES



No. Receiving a bonus  
**138**

% Bonus Distribution  
**55.6%**



No. Receiving a bonus  
**705**

% Bonus Distribution  
**75.2%**

### MEDIAN BONUS DIFFERENCES



No. Receiving a bonus  
**138**

% Bonus Distribution  
**55.6%**



No. Receiving a bonus  
**705**

% Bonus Distribution  
**75.2%**

We are also pleased to see a narrower median bonus gap with a very marginal increase at the mean. Encouragingly, we see increased female bonus participation.

2020

MEAN GENDER BONUS GAP

**30.14%**

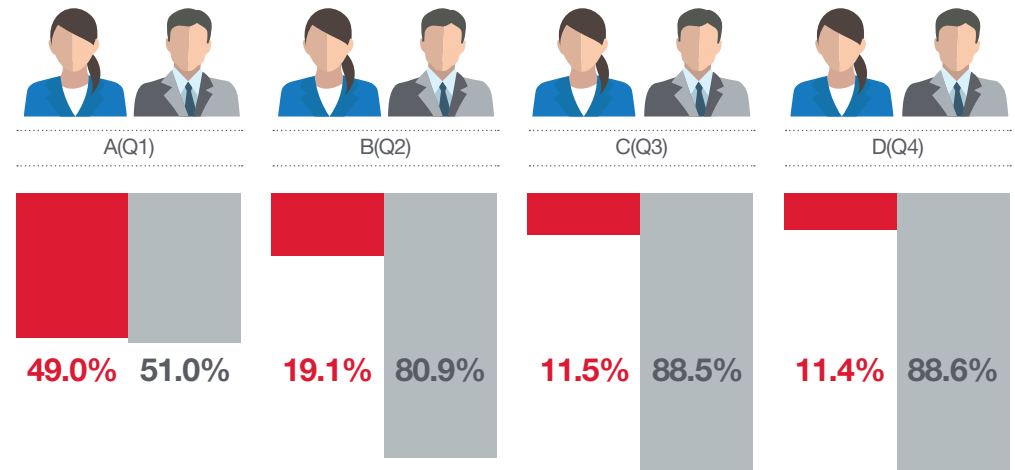
MEDIAN GENDER BONUS GAP

**-0.25%**

## CAREER PATHS AND EARNINGS



Our gender distribution by quartiles, as defined by the regulations, show us that female employees are under-represented in the top three pay quartiles, although are better represented in the lowest pay quartile.

### GENDER DISTRIBUTION BY PAY QUARTILES



## YEAR ON YEAR COMPARISON

We are pleased that we see positive year on year trends in the form of minimal gender pay gap movement at both the mean and median, with more variance in gender bonus gap movement. We also note a slight increase in bonus participation across both genders.

	2018	2019	2020	2020 Vs 2019
MEAN GENDER PAY GAP	17.81%	23.96%	24.00%	... ▲ 0.05%
MEDIAN GENDER PAY GAP	21.00%	27.37%	27.88%	... ▲ 0.50%
MEAN GENDER BONUS GAP	34.96%	26.49%	30.14%	... ▲ 3.65%
MEDIAN GENDER BONUS GAP	-27.17%	-51.00%	-0.25%	... ▲ 50.75%
MALES RECEIVING BONUS 	53.30%	73.06%	75.16%	... ▲ 2.10%
FEMALES RECEIVING BONUS 	49.80%	52.26%	55.65%	... ▲ 3.38%

---

## Our HR philosophy is to attract and retain high calibre individuals and to leverage their unique talents to enable us to become our customers' preferred and most trusted fleet service partner in Europe.

Our HR philosophy is to attract and retain high calibre individuals and to leverage their unique talents to enable us to become our customers' preferred and most trusted fleet service partner in Europe.

We recognise the motivational importance of positive senior role models to inspire confidence and success and we are proud that over 16% of our senior management roles are occupied by females. We continuously strive to ensure that we attract a higher proportion of females into our organisation and we actively drive our hiring managers to reflect our strategic approach to diversity.

We continue to actively create an environment where everyone is motivated to develop and progress through innovative HR policies and practices and an encouraging environment. We proactively keep in touch with those on Maternity to provide a source of support and guidance and are pleased that we saw a 100% return rate in 2020, up from 79% in the prior reporting cycle.

We ensure that all our HR policies and tools proactively support flexible working across the organisation as we believe that these policies encourage our talented and driven employees to deliver results, and in turn advance their careers in our organisation. In the last year, our refreshed Remote Workers Policy and Flexible Working Policy where we have changed our definitions

of work to better support our workforce, particularly those with children and caring responsibilities, have been positively received and we now strive to ensure that all recruitment conversations promote our flexible work culture. In 2020 we approved 84% of flexible working requests and as part of this, ask our managers to proactively monitor individual wellbeing.

We are continuing to develop different diversity initiatives and have operated a programme of events during the last year to highlight the importance of inclusion across our organisation, including celebrating this year's International Women's Day, Breast Cancer Awareness Month, World Mental Health Day with employee-centred activities.

### **Recruitment**

We continue to adopt more proactive recruitment approaches and have refreshed our employer branding language to provide a more positive external view reflecting our diversity. We continue to see a greater gender balance in potential candidates presented which has proactively reduced bias from our candidate selection. We strive to ensure that all recruitment conversations promote our flexible work culture, reinforced through our inclusive employer branding imagery. We continue to develop alternative pipelines as we proactively engage with the in-active portion of the job market to target service leaders.

We continue our partnership with local schools and colleges, promoting STEM subjects in education and offering career advice to prospective new hires.

We recognise that the nature of the shift working patterns of some of our roles, particularly Heavy Goods Vehicle Drivers, can detrimentally impact on the ability of parents to balance both family and career and we continue to ensure our HR policies and practices encourage and support flexible working within the organisation, actively targeting females for specific contracts which best fit school commitments.

### **Development**

Employee Development is a key focus within our organisation and we are committed to making the most effective use of the talent, skills and abilities of our employees. As part of this we actively encourage strong gender representation in all our training programmes. We continue to operate supervisor and management development programmes as well as a female mentoring programme across the organisation to nurture potential senior management capability.

Our training programmes continue to support achievements and success for all our colleagues and showcase our level playing field for engagement.



I can confirm that the data and information contained in this report is accurate and in line with the mandatory requirements.



Catherine Steel  
Human Resources Director

We know and understand the reasons why we see a gender pay gap within our organisation and are committed to actively managing this differential, as we try to move towards a more gender balanced workforce.

We constantly develop and improve our HR policies and practices to encourage and promote the development and progression of all our employees. We will continue to leverage technology to help us identify areas of our organisation that need renewed focus to drive continuous improvement relating to gender equality.

Building on our values of trust, innovation, collaboration, expertise and safety, we will continue to work with all of our employees, and regardless of ethnicity, gender, age, disability, religion or sexual orientation, provide them with opportunities to build their confidence and help them in reaching their full potential.

BUILDING ON OUR VALUES OF

**TRUST, INNOVATION,  
COLLABORATION,  
EXPERTISE AND SAFETY,**

We will continue to work with all of our employees, and regardless of ethnicity, gender, age, disability, religion or sexual orientation, provide them with opportunities to build their confidence and help them in reaching their full potential.