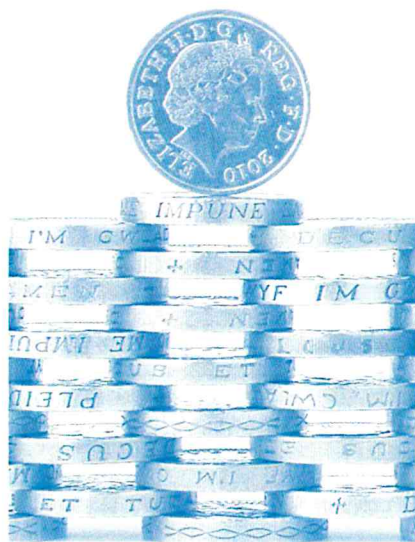




Future Industrial Services Ltd Gender Pay Gap Report 2018



Introduction

Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, with effect from 2017 private sector employers with over 250 employees are required to provide a snapshot of the pay differences between males and females in their workforce on 5 April each year.

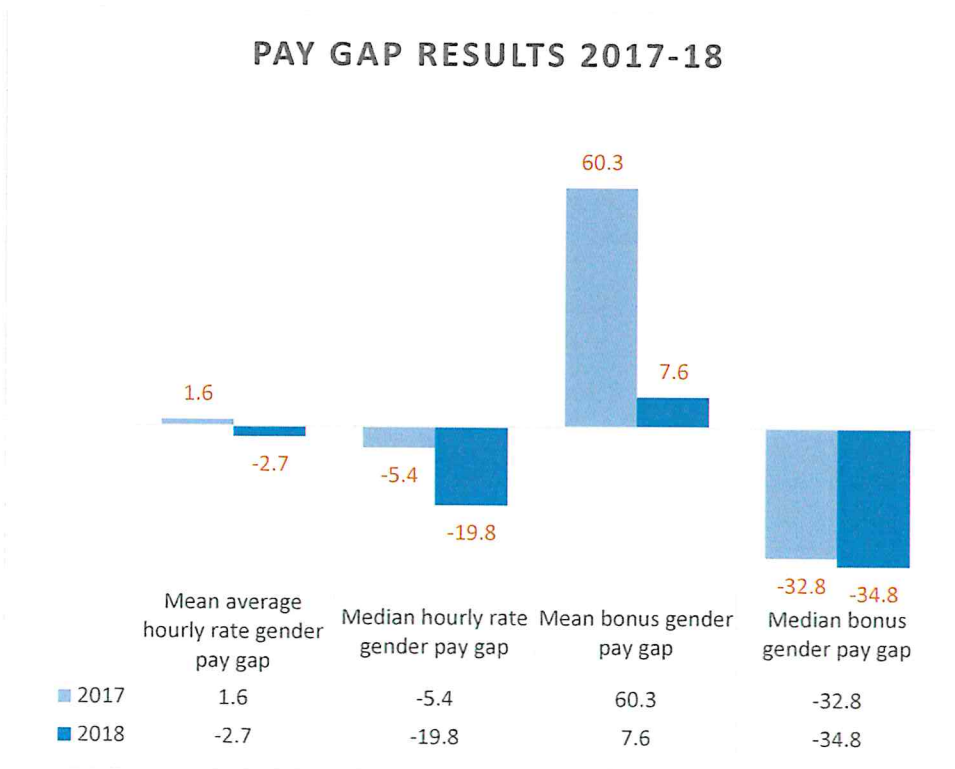
The information has to be reported to the government by 4 April the following year and published on the employer's own website. The information must incorporate the following calculations along with a written supporting statement:

- The mean gender pay gap
- The median gender pay gap
- The mean bonus pay gap
- The median bonus pay gap
- The proportion of males receiving a bonus
- The proportion of females receiving a bonus
- The proportion of males and females in each quartile pay band

The figures in this statement are from the snapshot of pay data taken on 5 April 2018; they were calculated using the mechanisms set out in the gender pay gap legislation and are accurate in accordance with company records.

Results

Mean and Median Gender Pay Gap

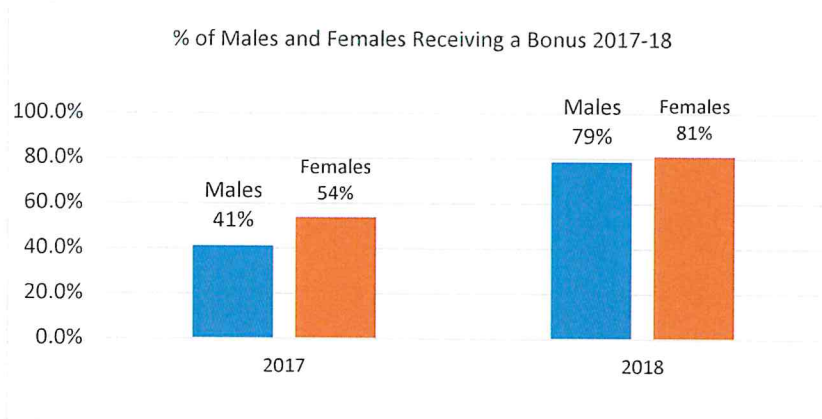


Definitions

- **Mean gender pay gap:** The difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.
- **Median gender pay gap:** The difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.
- **Mean bonus gap:** The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees.
- **Median bonus gap:** The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees.

Bonus Payments

The proportions of male and female relevant employees who received a bonus during the relevant period.



Definitions

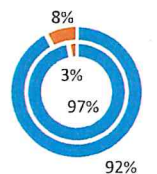
Bonuses: A bonus is a payment that is made on top of an employee's wages or salary in the form of money or another financial payment related to profit sharing, performance or commission and does not include overtime or redundancy payments.

In Future Industrial Services Ltd all employees are eligible to earn a bonus that is linked to their personal performance as well as Company and Regional performance during the year.

Quartile Pay Bands

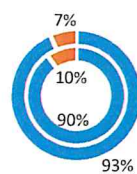
The proportions of male and female full-pay relevant employees in the lower, lower-middle, upper-middle and upper quartile pay bands.

Lower Quartile % of Males and Females
Outer Ring 2018
Inner Ring 2017



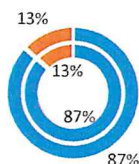
■ Males ■ Females

Lower Middle Quartile % of Males and Females
Outer Ring 2018
Inner Ring 2017



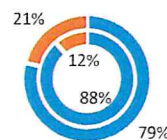
■ Males ■ Females

Upper Middle Quartile % of Males and Females
Outer Ring 2018
Inner Ring 2017



■ Males ■ Females

Upper Quartile % of Males and Females
Outer Ring 2018
Inner Ring 2017



■ Males ■ Females

Definitions

Quartiles: The basic hourly rate of pay is calculated for each employee. The employees are then listed by their basic hourly rate of pay from the lowest to the highest.

The list is divided into four sections of employees, each of equal size.

As at 5 April 2018 Future Industrial Services Ltd has 304 which is divided into employees divided into four quartiles of 76 each.

The comparisons here show the proportion of males and females in each quartile in 2017 and 2018.

We have included details of the proportion of males and females within the whole Company. This was not required information but has been included for reference and comparison purposes.

In 2017 the proportion of males and females in the whole Company was 91% to 9%. In 2018 this proportion had improved to 88% and 12%.

Declaration

I confirm that the information provided in this report is accurate in accordance with Company records. I further confirm that the calculations have been made in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

A handwritten signature in black ink, appearing to read "G Elliot".

Gary Elliot, Group HR Manager

Chief Executives Perspective – David Lusher

I'm delighted to see that, in a sector that does not attract a high proportion of female employees, we have turned around a small gender pay gap so that the average hourly basic pay for females is now higher than for males. In 2017 we identified a gap of 1.6% between the average pay of our male and female employees. In order to address this imbalance we have encouraged females into operational and, in particular, managerial roles. We have encouraged development of female employees, assisting them to take on professional and managerial qualifications. In 2018 our mean gender pay gap now sits at -2.7%.

As a further consequence of our efforts, the proportion of female employees within the Company has risen from under 10% in 2017 to over 12% in 2018 with a higher proportion of females in the Upper pay band quartile at 21%.

In 2017 we introduced a policy allowing all employees to qualify for bonuses and I'm equally delighted that in 2018 we were able to pay a bonus to around 80% of employees with slightly more women receiving a bonus than men.

I am very proud of our achievements in pay equality so far but I acknowledge that it could easily tip back the other way if we fail to follow up on our policies or become complacent in our attitudes towards equality. Therefore we will continue our policy of attracting females into operational and managerial positions and continue to offer development across the board to help ensure that female employees are well represented at the top of the business and feature strongly in our succession planning for the future.

A handwritten signature in black ink, appearing to read "David Lusher".

David Lusher, CEO

