

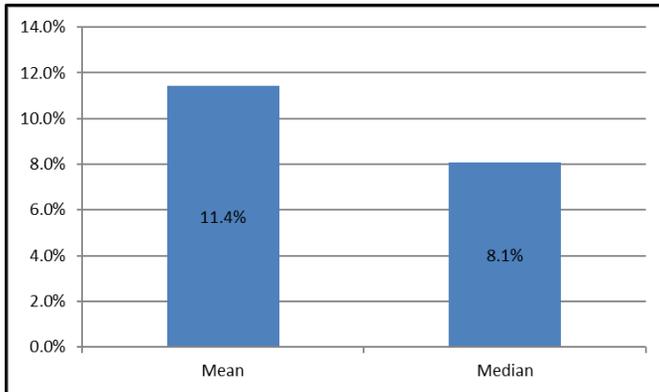
Gender Pay Gap Reporting 2020

As we present our gender pay gap reporting for the fourth year, we can see an improvement in the gender pay gap and bonus pay gap.

We continue in our commitment to focus on the pay quartiles and to ensuring inclusivity, and will continue to use this reporting and analysis to help shape our future agenda.

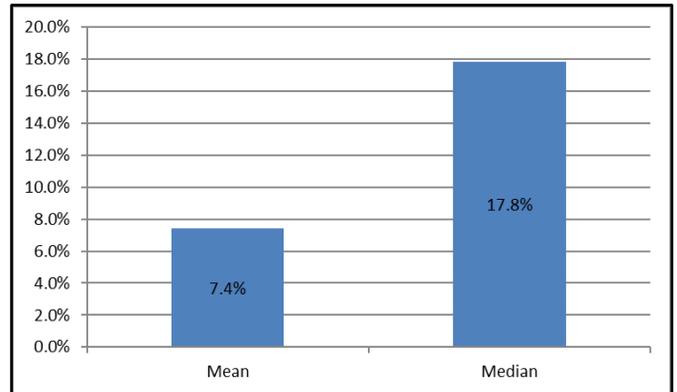
Gender Pay Gap

The difference between the average hourly rate of pay for male and female team members.



Bonus Gender Pay Gap

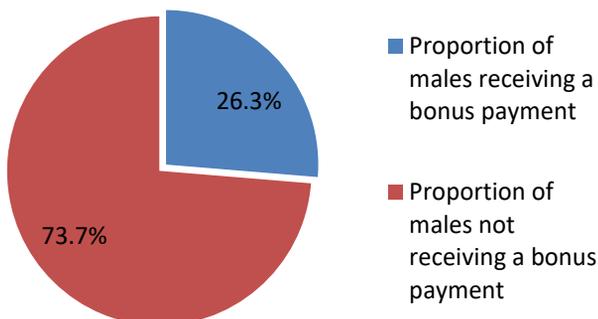
The difference between the average bonus pay that male and female team members received over a year.



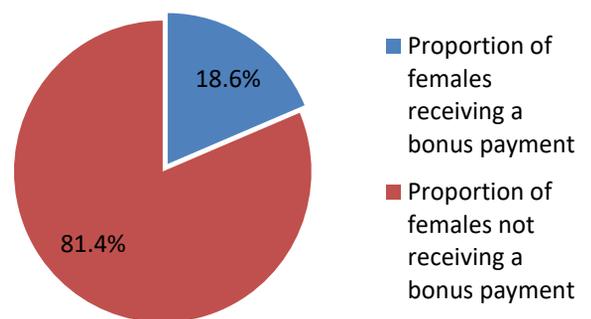
Bonus Pay Distribution

The proportion of male / female team members who were paid any amount of bonus pay. (Bonus includes bonus and commission payments for the purpose of this calculation)

Bonus distribution for male employees

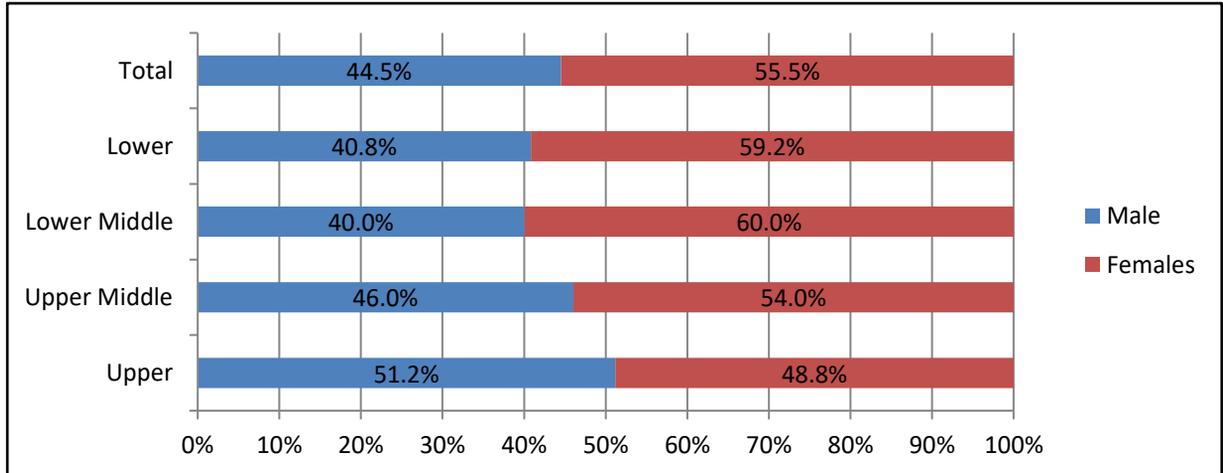


Bonus distribution for female employees



Pay Quartiles

The proportions of male and female team members in four quartile pay bands. The quartile pay bands are based on average hourly pay.



Summary

Our analysis tells us that the average pay of our male team members was 11.4% higher than the average pay of our female team members in April 2020. This is better than the previous 3 years. Our focus continues to be to increase the proportion of females in our leadership roles although we can see this has fallen in the last year from 53.0% to 48.8% of females in the upper quartile.

The mean bonus pay gap is much better than last year, the average bonus of our male team members was 7.4% higher than the average bonus of our female team members in April 2020, compared to 53.1% last year.

Future

To enable more women to move into senior leadership roles we continue to focus on our key senior leadership role of General Manager where we have a higher representation of males. In the past year we have been closed for 9 of the 12 months and so we have not been able to run our usual talent programmes.

During this last year we have developed our inclusion and diversity journey and we will continue on this in the year ahead and expect to see the impact in the future.

As a point of note, for the reference month of April 2020 we were closed due to COVID 19 and we were using furlough pay, although for the month of April we topped this up to 100% for all our team members.

This information has been prepared by Lucy Jarvis, Reward and HR Policy Manager. This information has been reviewed and confirmed to be accurate by Russell Barnes, CEO.