

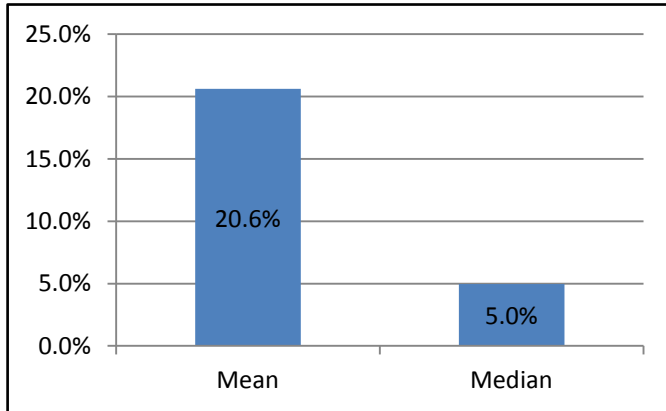
Gender Pay Gap Reporting 2019

As we present our gender pay gap reporting for the third year, we can see the impact that our focus has given so far.

We are committed to reducing the gender pay gap, and to ensuring inclusivity, and will continue to use this reporting and analysis to help shape our future agenda.

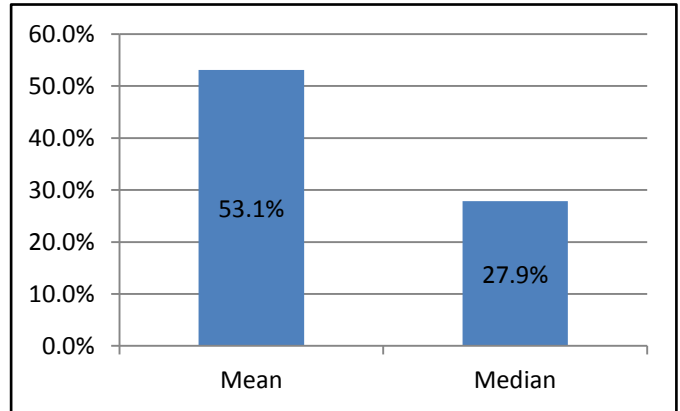
Gender Pay Gap

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



Bonus Gender Pay Gap

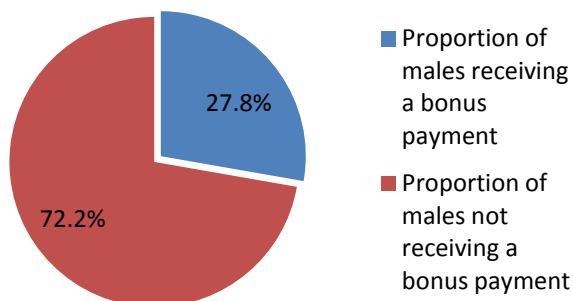
The difference between the average bonus pay that male and female team members received over a year.



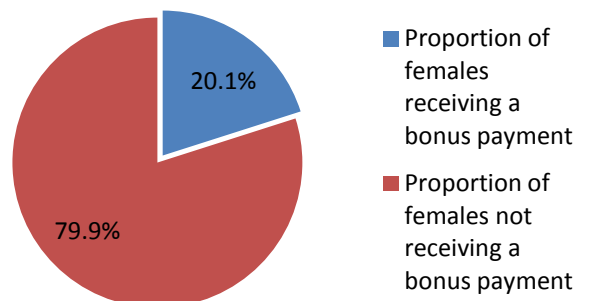
Bonus Pay Distribution

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

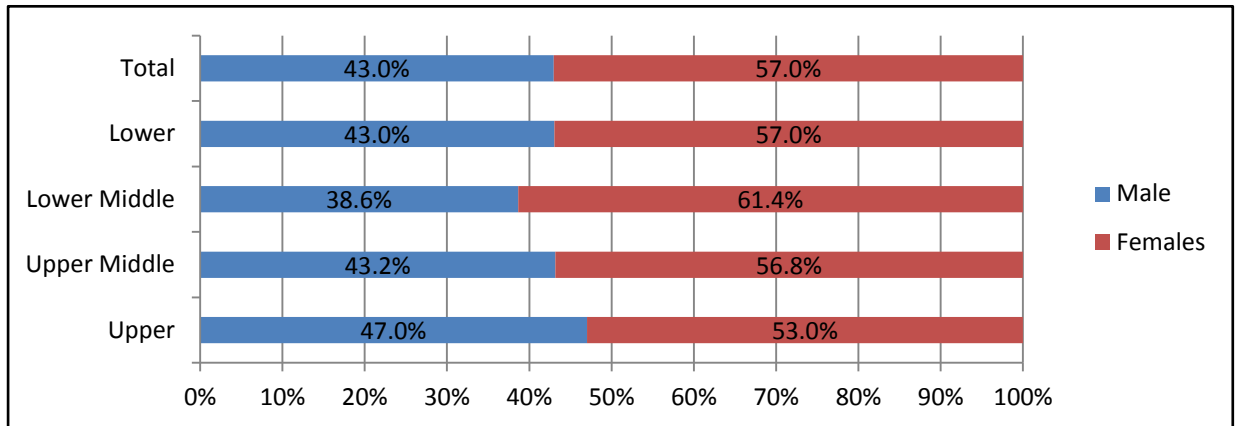


Bonus distribution for female employees



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 20.6% higher than the average pay of our female team members in April 2019. This is worse than the previous 2 years. Our focus has been to increase the proportion of females in our leadership roles and we can see that this has been achieved as we have increased from 45.7% to 53% of females in the upper quartile.

The mean bonus pay gap is much worse than last year, this is due a bonus scheme which was paid to senior leaders which included more males.

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 improved the gender split on our internal development programmes, but we have still recruited a higher proportion of males in our external hires.

Last year we held listening groups to understand what we can do to support female leadership talent and from this we are now giving a focus to inclusion across all groups represented in our organisation. Later this year we will be introducing a new Inclusion and Diversity policy to support our commitment to giving everyone in our business an equal opportunity to thrive and reach their potential.

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