

Understanding Pay Gap Reporting

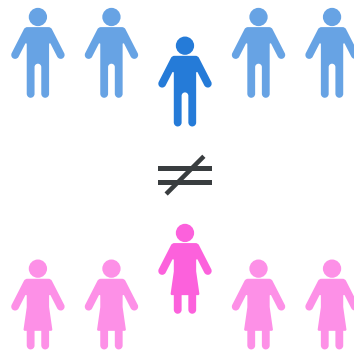
With just over 60% of our employees being Male and while we are making progress, there is more to do. Female employees earn less per hour than male employees, according to both the mean and median gender pay gap metrics. This is primarily due to comparatively higher levels of male representation in the most senior or specialist positions, and thus higher-paying roles. We are proud of our new Values and Behaviours and work hard to progress women within the business.

We are proud of the policies that we have put in place to support our employees, and we remain committed to addressing female representation at senior levels and the gender pay gap.

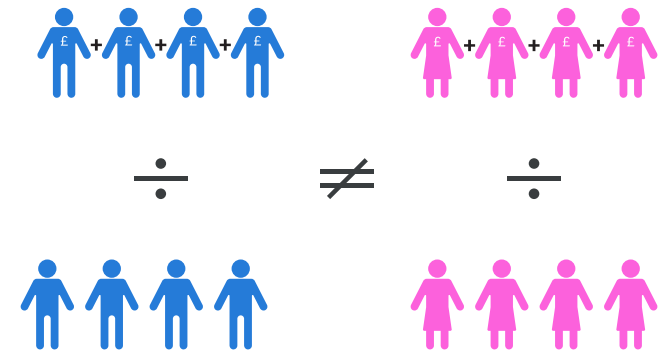
Median & mean explained



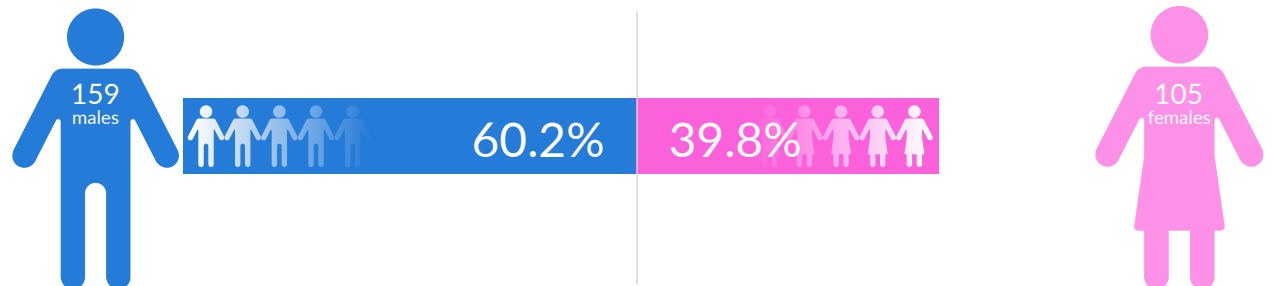
Median pay gap – If all our male team members stood in a line in order of lowest hourly rate earned to highest and all females did the same, the median pay gap (as a percentage) is the difference in pay between the middle team member on the male line and the middle team member on the female line.



Mean pay gap – If we add together all the hourly rates of male team members and calculate the average and do the same for female team members, the mean paygap (as a percentage) is the difference in pay between the average male and female hourly rate.

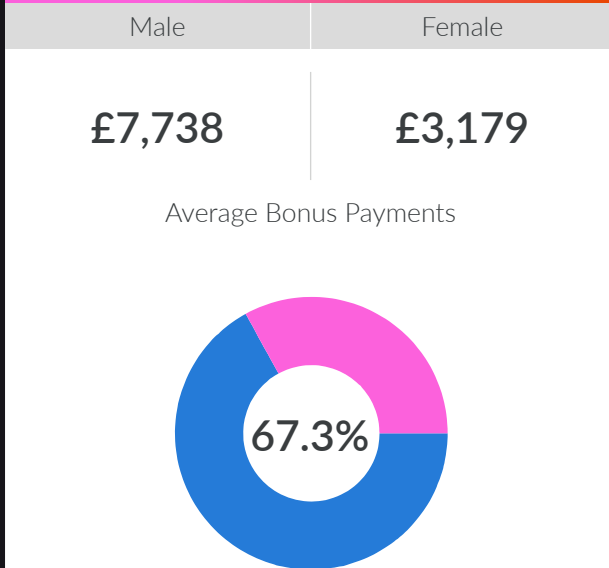


Percentages of all our male and female team members

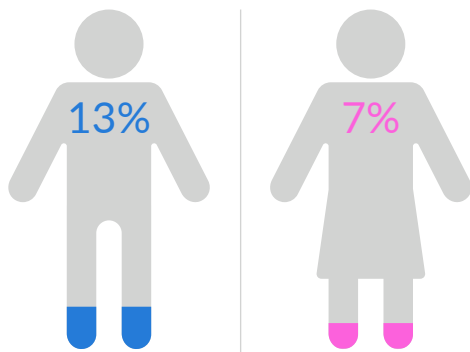


Gender Pay Gap Report

Bonus payments

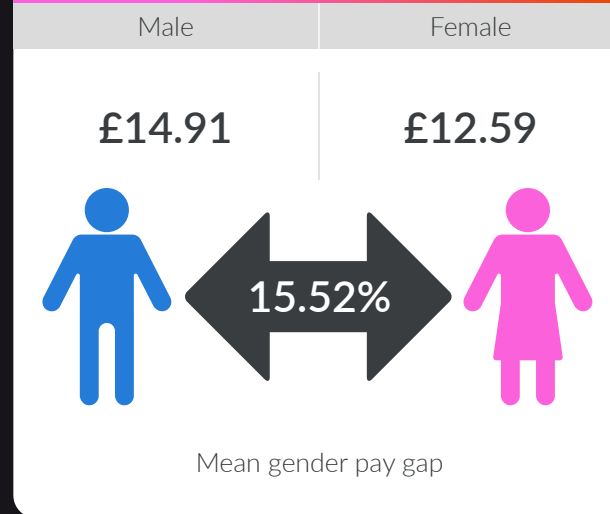


Difference in bonus payment amounts

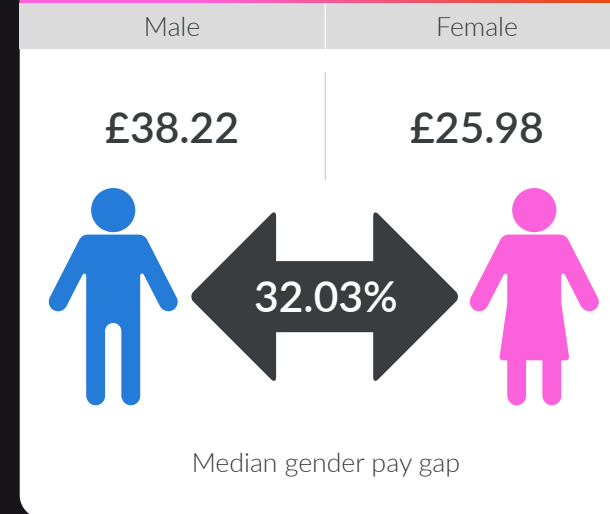


Proportion receiving a bonus payment

Hourly rate (Mean)

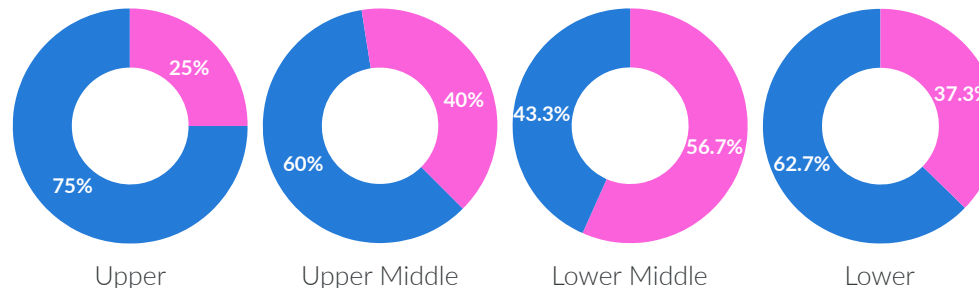


Hourly rate (Median)



Quartile

Quartiles are an important tool in showing where we need to improve our gender balance.



Next steps

We will continue to work hard to promote our Leadership and development plan and to support Women into all roles across the business

Whilst we have grown the representation of women across the Company we will now continue to monitor this. We do know that there is a lack of representation of women within management and leadership roles and we will work hard to address this in the future.