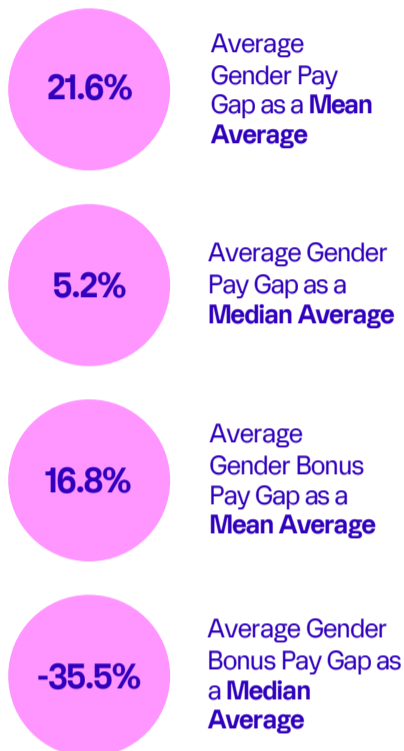


Gender Pay Gap Statement

Snapshot as of 5th April 2021

Our Gender Pay Gap



Since the introduction of Gender Pay reporting in 2017 we have seen a consistent reduction of the median gap within our UK business from 10.1% to 5.2%. This is significantly below the national average of 15.5%.

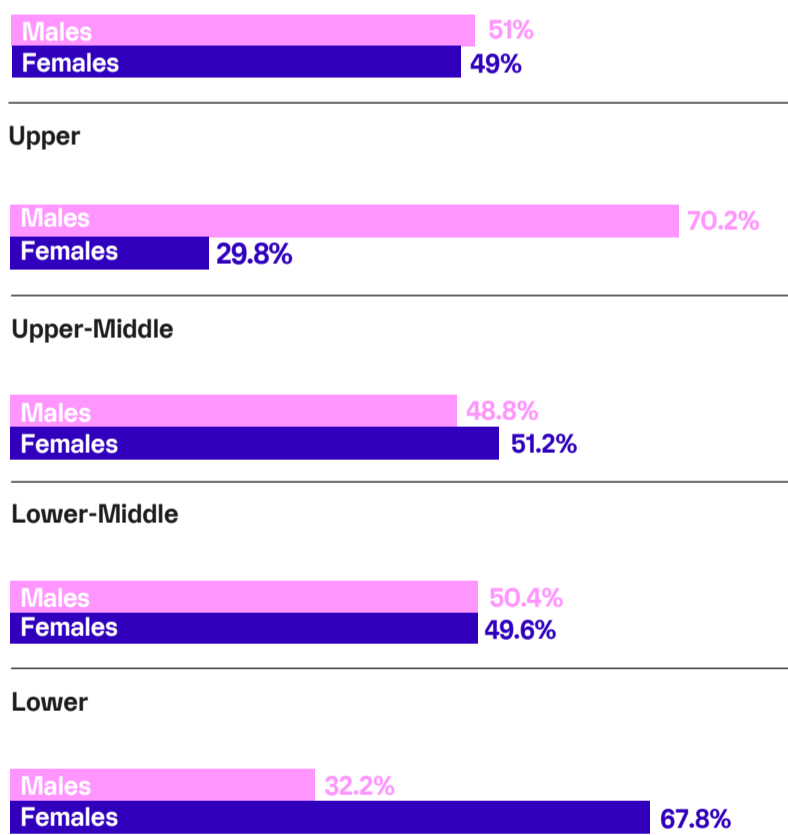
We are pleased with the progress although we do recognise that a gender pay gap does still exist and we are committed to finding ways to reduce it.

Like many organisations in our sector, there are a higher number of males in more senior and leadership roles. This continues to be the biggest factor driving our pay gap. We are however encouraged by the growing number of females across middle management grades as the result of our gap reduction actions. As an increasing proportion of females now make up mid to high level management roles, we expect our gender pay gap to further reduce in the years ahead.

Our median bonus pay gap has again reduced year on year due to a higher proportion of females now receiving bonuses on monthly and quarterly schemes. The mean gap for bonus pay is higher due to the larger proportion of males in senior positions.

Proportion of males and females across salary range quartiles

Total Employees: 486



Steps taken to reduce our gender pay gap:

We have increased the proportion of females in mid and upper management grade roles from 10% to 30% since 2019.

To support our commitment to diversity and inclusion, we rolled out enhanced maternity and shared parental leave benefits in October 2021.

We have increased visibility of vacancies to promote internal moves and enable equal opportunities for all colleagues.

We have focused on our Health & Wellbeing agenda to ensure colleagues are fully supported in the workplace.

We celebrate diversity across our business through communications channels and by showcasing our female talent.

What are we doing to close the gap in 2022?

- Introducing a Diversity and Inclusion (D&I) committee to ensure that all colleagues have a voice and that diversity and inclusion is a key focus.
- Setting measurable diversity and inclusion targets.
- Launching management development training, with targeted focus on D&I and unconscious bias.
- Working with our recruitment team and agency to ensure a fair representation of CV's for job vacancies.
- Reviewing our job adverts and job titles to ensure they are gender neutral.
- Reviewing succession plans for Senior Leadership roles and will ensure a focus is given to development plans for female successors.
- Rolling out a programme to support parents before, during and after parental leave to encourage continued engagement, transition and return to work.
- Using external benchmark market pay data for new hires and internal promotions and appointments to ensure all candidates are paid competitively and equitably for the position.