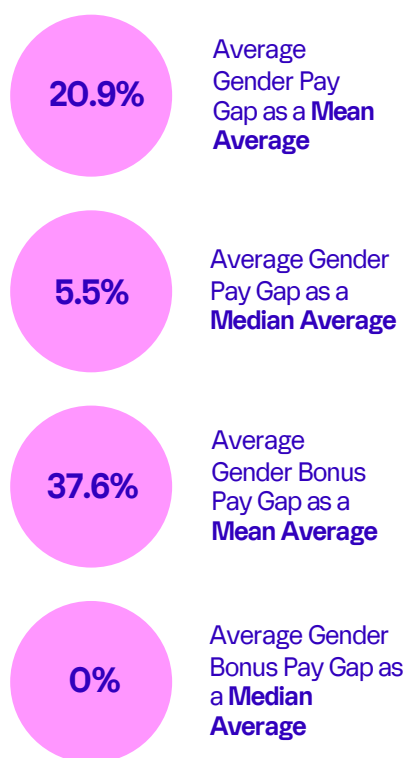


Gender Pay Gap Statement

Snapshot as of April 2022

Our Gender Pay Gap



We are committed to creating a diverse business where everyone is treated fairly, and individuals can bring their true selves to work.

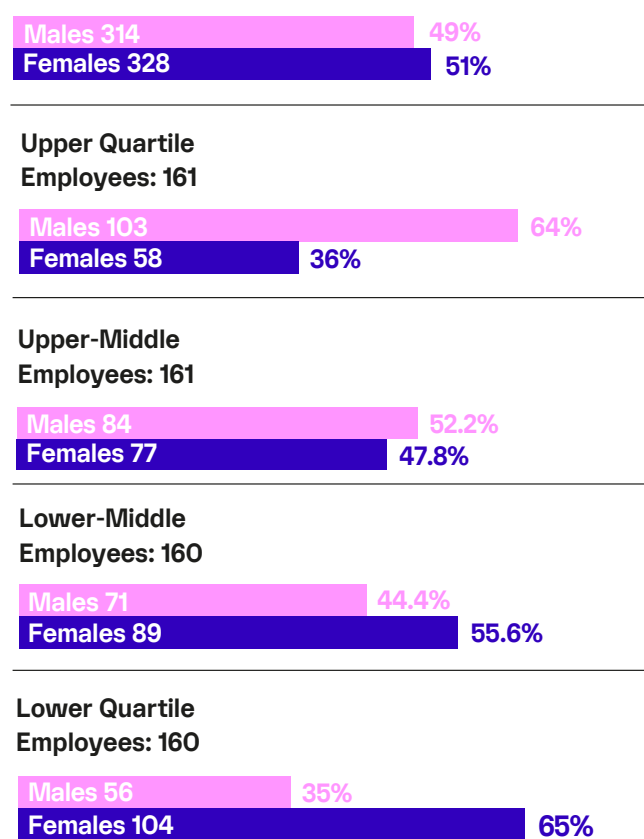
We are pleased with the progress we continue to make in reducing our gender pay gap. Since the introduction of Gender Pay reporting in 2017, we have seen a consistent reduction of the median gap within our UK business. We have continued to reduce our median pay gap from 9.95% reported in 2019, to 5.5% in 2022. Whilst this is lower than the national average reported by the ONS (14.9% in 2022), we recognise that a pay gap does still exist and we are committed to finding ways to reduce it.

The increasing proportion of females who now make up mid-to-high-level management roles has had a positive impact on the continued reduction in our gender pay gap, and we will continue to focus on this group to ensure further reductions are made in years to come.

Regulations introduced in 2017 require companies with 250 or more employees to publish details of their gender pay and bonus gaps across six measures. We aim to improve transparency in our pay practices and, as a part of this, would like to share our 2022 findings with you.

Proportion of males and females across salary range quartiles

Total Employees: 642



Steps taken to reduce our gender pay gap

We have increased the number of females in upper-quartile by 6% since we last reported in 2022.

We have worked to increase visibility of internal roles to promote internal moves, enabling equal opportunities for all colleagues. For 2023, one third of all offers made YTD have been internal.

We have celebrated diversity across our business through our communication channels, and have showcased some of our female talent through International Women's Day initiatives internally and externally.

We are committed to supporting females in our local community and have recently formed a partnership with Crewe FC women's football team.

We are also focusing on inspiring female talent partnering with local schools with careers advice and guidance.

During 2022, we introduced a Diversity, Equity and Inclusion (DE&I) committee made up of representatives from all areas of the business. Working together the committee are helping to ensure an ongoing focus on equality throughout the organisation.

Commitments to reduce the gap in 2023

In 2023 we aim to evolve our DE&I committee even further and set measurable targets towards our goal of gender pay equality.

We are also committed to roll out training to all our managers and colleagues with a targeted focus on unconscious bias.

To support the progression of females within the organisation, we plan to launch our first female leader development programme, further enhancing representation within our management teams.