

## GENDER PAY GAP REPORT 2020

We aim to create an environment where employees can reach their full potential, regardless of gender. The majority of our workforce are male, as is common within the industry, and we continually monitor our recruitment processes to ensure that we are attracting the best person for the role.

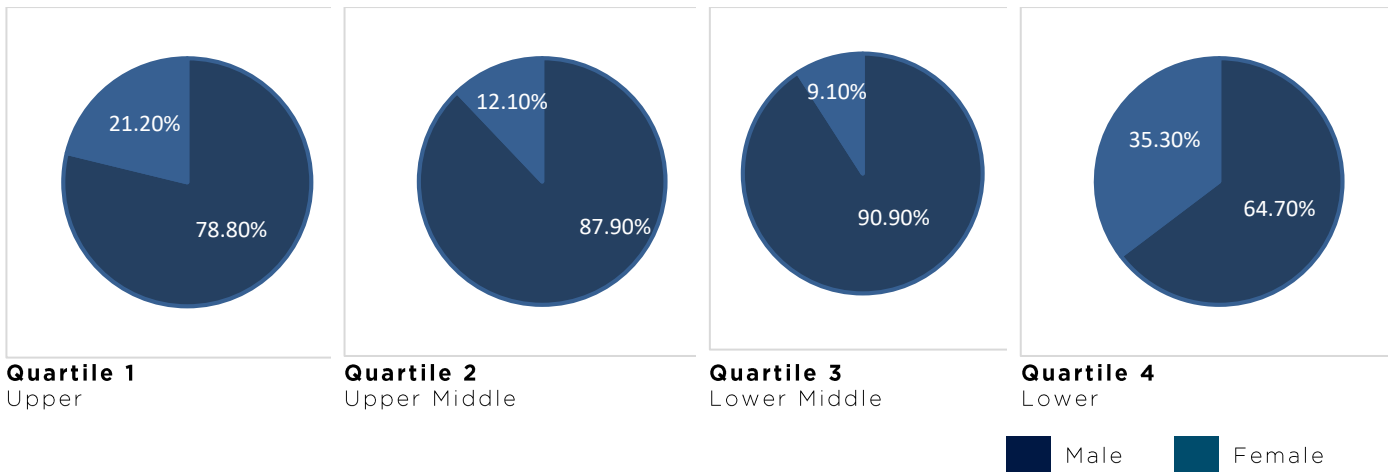
### GENDER PAY & BONUS GAP

Our mean (average) gender pay gap is 25.7% and our median (middle) gender pay gap is 11.2%. The proportion of male and female employees receiving bonus pay was 91.2% and 78.5% respectively. The data below is a snapshot of data taken on 5 April 2020 which was during a period of furlough, whereby only 133 employees out of c3,000 remained active within the business. During this period, of the 133 active employees, 53 were weekly paid staff and 80 were salaried staff. The active number of employees represented 4% of the total company employee numbers. In terms of bonus payments, the company-wide bonus scheme, to supplement existing reward schemes, was introduced in 2017. The bonuses for the financial year ending December 2018, were paid in May 2019.

Difference between men and women	MEAN AVERAGE	MEDIAN MIDDLE
Gender Pay Gap	25.7%	11.2%
Gender Bonus Gap	34.6%	34.1%

### PAY QUARTILES

Detailed in the charts below is the proportion of males and females within each quartile pay band. The highest proportion of females is within quartile 4 which includes administrative and support roles.



### THE FUTURE

We are committed to continuing to recruit the right person for the role, regardless of gender. We encourage new talent through our award-winning, growing apprenticeship scheme and our Graduate Scheme as well as supporting the development of all employees within the business.

Antony Sherif  
Executive Chairman