

## Gender Pay Gap 2020

Our Gender Pay Gap report has been compiled using the calculations prescribed by the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. I confirm that these calculations have been checked and the information provided in the report is accurate.

We systematically review and update our people policies and practices, in relation to pay, reward and recognition, discrimination, inclusion, talent management and people development to ensure that there is no disadvantage to any of our colleagues irrespective of their provision, criterion or practice (PCP).

The Median Gender Pay Gap is negligible at -0.1% which reflects our approach to standard hourly pay rates across all grades irrespective of gender and shows a decrease in the pay gap in comparison to the 2018 report. The other gender pay gap statistics in the report can be explained by the fact that more females receive a bonus than males, therefore the majority of higher paid employees in the upper quartile are female.

A total of 48 employees have been excluded from the hourly pay calculations due to not receiving full pay on the snapshot date; 14 employees on furlough, 3 employees on Maternity Leave and 31 employees on sick leave. This has resulted in the reporting pool being reduced.

This profile exists because we recruit the best people for our business at all levels without reference to gender and their remuneration is reflective of their role in the organisation.

We will continue to pay the rates that we feel are reasonable for each role, taking industry standards into consideration. We are committed to recruiting the best people for our business irrespective of their gender, provision, criterion or practice and at present see no requirement for a gender pay based action plan.

Further details on our approach to equal opportunities, and fair treatment in our workplace is available from the HR Department.

Yours sincerely

A handwritten signature in black ink, appearing to read 'John Callachan', written in a cursive style.

John Callachan  
**Chief Executive Officer**