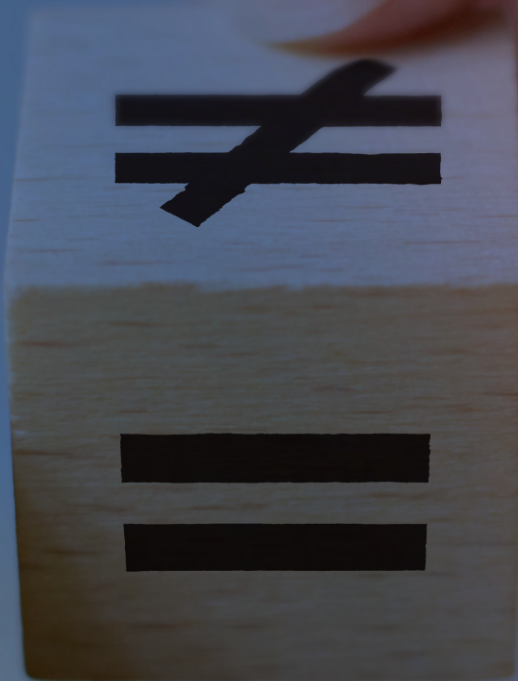


# *Gender Pay Gap 2021*



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 employees.

The Median Gender Pay Gap is minimal at 1.37% which reflects our approach to standard hourly pay rates across all grades irrespective of gender.

The other gender pay gap statistics in the report can be explained by the fact that more females receive a bonus than males. Also, the gender split in the upper quartile is fairly equal at 50.70% Male and 49.30% Female

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.



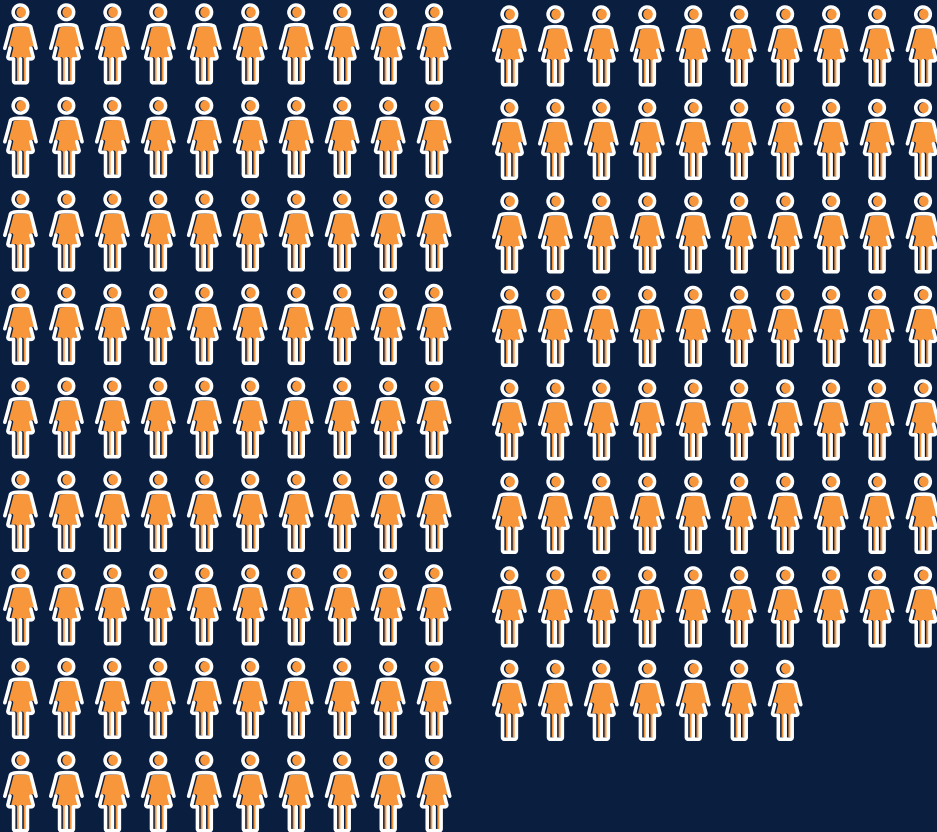
John Callachan  
CEO

At the snapshot date of 5 April 2021, we employed:

**116 male employees**



**167 female employees**





## Gender Pay Gap

Mean

***21.39%***

Median

***1.37%***

## Bonus Pay Gap

Mean

***-277.80%***

Median

***0.00%***



# Employees pay per quartile:



## Lower Quartile

Males

**36.62%**

Females

**63.38%**



## Lower Middle Quartile

Males

**38.03%**

Females

**61.97%**



## Upper Middle Quartile

Males

**38.89%**

Females

**61.11%**



## Upper Quartile

Males

**50.70%**

Females

**49.30%**

Proportion of males  
and females receiving  
bonus payments

Males

**4.03%**





Females

**6.10%**



# *Our commitment to gender equality:*

-  Providing unconscious bias training to hiring managers and people managers.
-  Continuing to promote our family leave policies.
-  By offering hybrid working for all roles, to encourage a diversity of applicants.
-  To continue to pay the appropriate rates for each role, taking industry standards into consideration.
-  To recruit the best people for our business with an open approach to diversity and inclusion.