



Gender Pay Gap reporting 2022

We have been reporting our Gender Pay results since 2017 and this is the sixth year where I am pleased to report that the gap in our hourly pay continues to reduce.

We continue to share our 'total' company picture and not just the statutory requirement of publishing entities with more than 250 employees, as we believe this is more transparent and a more accurate reflection of our total business.

In the last 12 months the business has continued to work hard at implementing imaginative programmes that drive increased levels of Inclusion and Diversity, and we are pleased at how fast and effective we have been at driving awareness and engagement in I&D.

Although our hourly pay position has improved, our bonus gap continues to be a challenge for us. This is directly linked to the number of males we

still have in our most senior roles, and whilst we are committed to change in this area it will take time to address the balance and therefore achieve a lower bonus gap.

I am also encouraged to see that since we started our Gender Pay reporting journey, we have increased the number of female colleagues in the upper/ upper middle salary quartiles by 10%, which demonstrates we are moving in the right direction and our strategy is working.

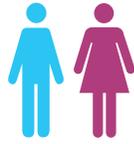
Of course, as is always the case, there is still more to do, however we are encouraged by our progress and will continue to make the areas of equality and fairness a key focus for our business.

A handwritten signature in white ink that reads "David Wilkinson".



David Wilkinson
Human Resources Director

Headcount*

	2017	2018	2019	2020	2021	2022
 Relevant colleagues	4,011	4,014	4,182	4,074	4,314	4,258
Full-pay relevant colleagues	3,815	3,449	3,428	3,298	3,394	3,890

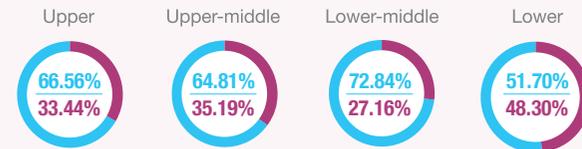
Hourly Pay Gap

 Mean gender pay gap	14.60%	11.70%	6.40%	8.37%	6.82%	5.62%
Median gender pay gap	9.80%	6.10%	5.15%	4.94%	5.22%	4.00%

Bonus Pay Gap

 Mean gender pay gap	40.10%	34.00%	25.22%	37.81%	13.63%	40.47%
Median gender pay gap	-15.70%	-361.89%	-5.85%	17.66%	17.05%	9.09%

Pay Quartiles 2022



Pay Quartiles 2021



Pay Quartiles 2020



Pay Quartiles 2019



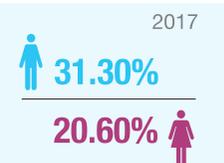
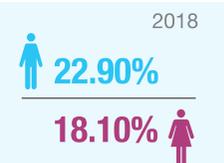
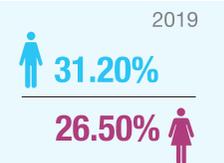
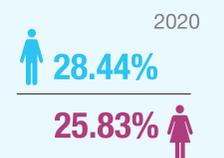
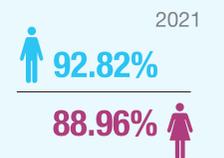
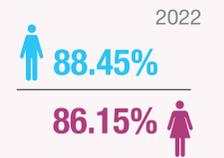
Pay Quartiles 2018



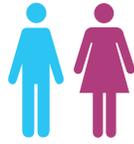
Pay Quartiles 2017



Bonus Recipients



Headcount*

	2017	2018	2019	2020	2021	2022
 Relevant colleagues	331	322	329	289	283	270
 Full-pay relevant colleagues	331	296	306	277	276	249

Hourly Pay Gap

 Mean gender pay gap	21.10%	12.10%	7.20%	9.95%	12.84%	13.61%
 Median gender pay gap	2.10%	2.10%	0%	0%	1.16%	0%

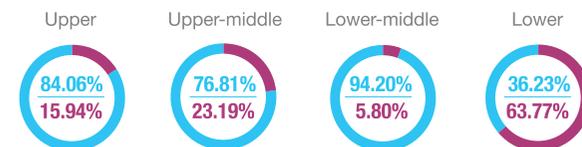
Bonus Pay Gap

 Mean gender pay gap	100%	59.56%	100%	-30.08%	23.32%	32.55%
 Median gender pay gap	100%	-825.15%	100%	-4.60%	0%	0%

Pay Quartiles 2022



Pay Quartiles 2021



Pay Quartiles 2020



Pay Quartiles 2019



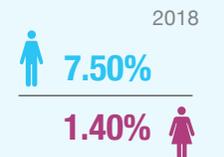
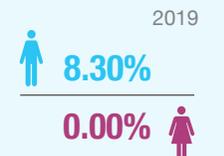
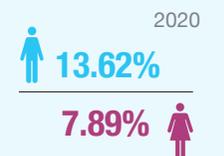
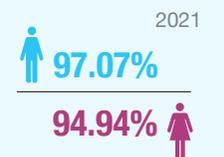
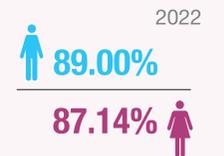
Pay Quartiles 2018



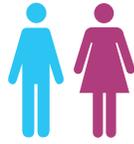
Pay Quartiles 2017



Bonus Recipients



Headcount*

	2017	2018	2019	2020	2021	2022
 Relevant colleagues	3,464	3,471	3,618	3,533	3,711	3,721
Full-pay relevant colleagues	3,273	2,937	2,888	2,778	2,864	3,392

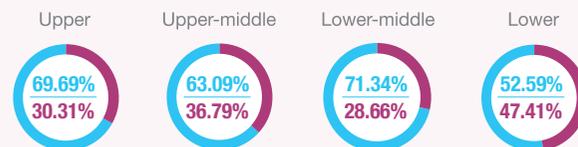
Hourly Pay Gap

 Mean gender pay gap	10.00%	10.30%	8.30%	9.13%	7.02%	6.27%
Median gender pay gap	12.20%	6.40%	6.40%	4.39%	7.03%	5.32%

Bonus Pay Gap

 Mean gender pay gap	14.10%	17.50%	-2.89%	24.75%	13.63%	29.63%
Median gender pay gap	-7.10%	-467.14%	-4.63%	47.87%	17.05%	9.09%

Pay Quartiles 2022



Pay Quartiles 2021



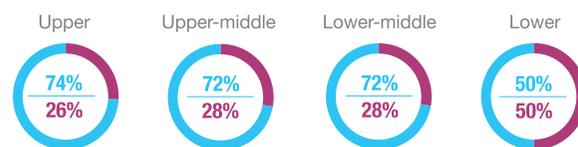
Pay Quartiles 2020



Pay Quartiles 2019



Pay Quartiles 2018



Pay Quartiles 2017



Bonus Recipients

