

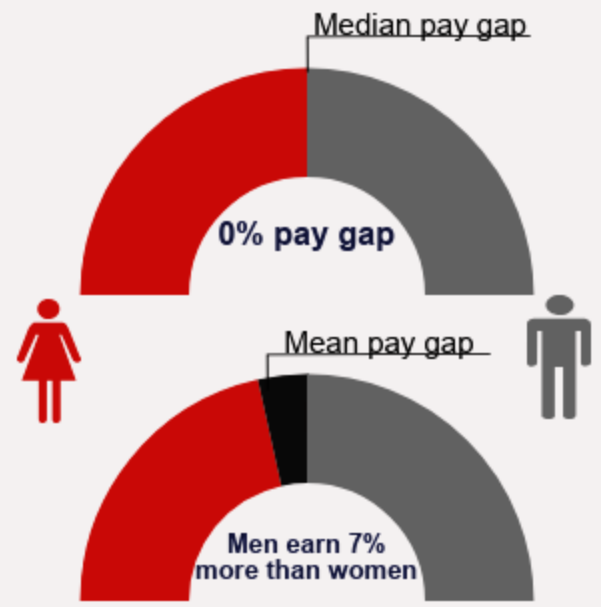
Gender pay gap statement 2018/19

Message from CEO Oliver Lee

Having a diverse and inclusive workforce is vitally important to us and gender equality is a key part of this. Therefore we welcome the insights that have been provided by the gender pay gap reporting regulations.

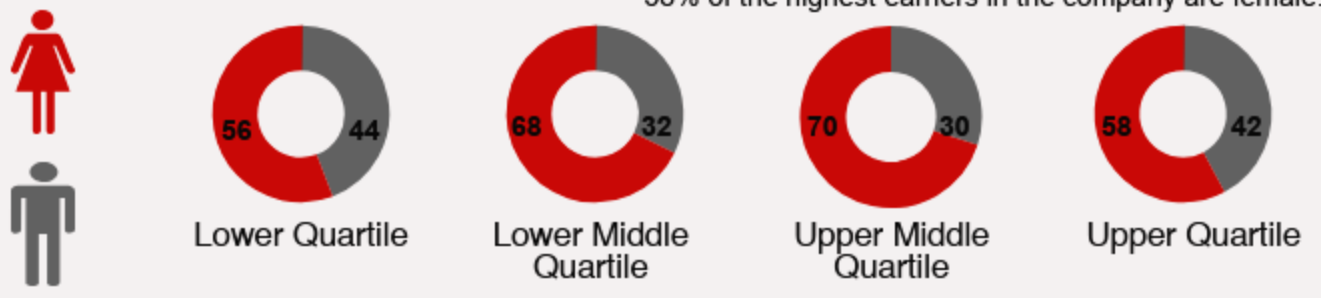
The nature of the work we do attracts a high number of female employees. 80% of our directors and 61% of our entire workforce are women. Our current median gender pay gap is 0% - an amazing result, which has been made possible through the commitment to equality and diversity we value in the organisation.

I look forward to working with our employees as we continue to strive towards an ever more inclusive organisation.



Quartile pay distribution

The below graphs shows the percentage of men and women in each quartile of hourly pay. As a guide, this shows that 58% of the highest earners in the company are female.



What we're doing to stay on course



- Continuing to evaluate each role before hiring to ensure the salary is competitive and fair.
- Bench-marking salaries, both internally and externally.
- Considering the impact on gender pay differences when setting our remuneration policies.
- Tracking and monitoring our gender representation in the business as a whole and within levels of management.
- Reviewing our existing recruitment methods to increase candidate diversity.
- Further developing our managers to raise awareness of potential gender bias in hiring decisions.

