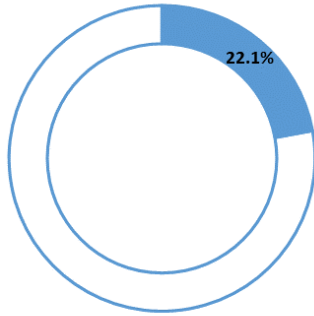
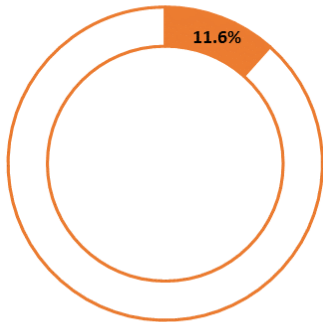


Gender Pay Report 2019-20

Our gender pay gap

Mean Gender Pay Gap

Median Gender Pay Gap



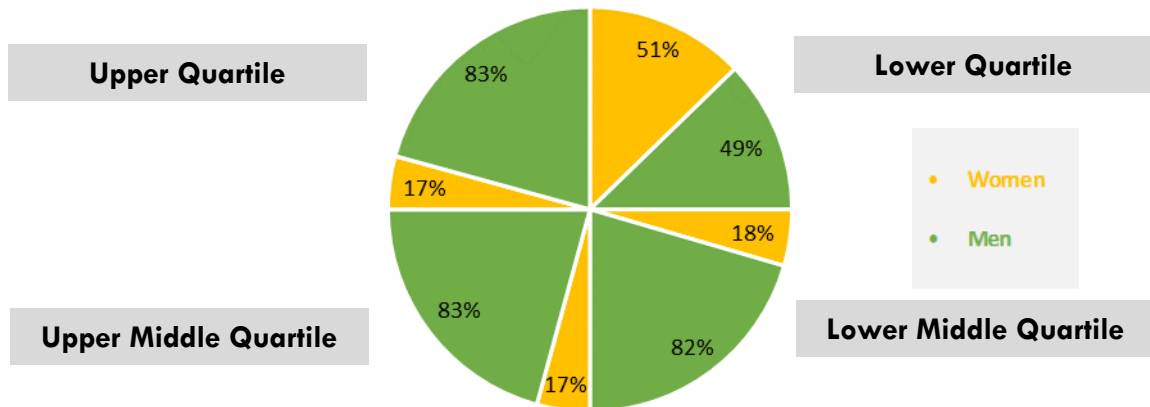
Based on employees' hourly rates of pay as at 5 April 2020, our gender pay gap is 11.6% (mean) and 22.1% (median).

This is an increase from last year, due to our Bank Holiday premium payment falling in the reporting pay period. Only some areas of our business are required to work on a Bank Holiday, while others, including all office staff, receive the day as holiday. For pay periods not distorted by Bank Holiday premiums the underlying trend is for a reduction in both the mean and median gender pay gap year on year.

Pay quartiles

The chart below shows the proportion of women and men in the four quartiles. Overall, our workforce is 74% male, as many of our roles are culturally male-dominated, such as HGV drivers, production shift workers, and engineers.

Quartiles



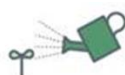
Quality



Courage



Community



Nurturing



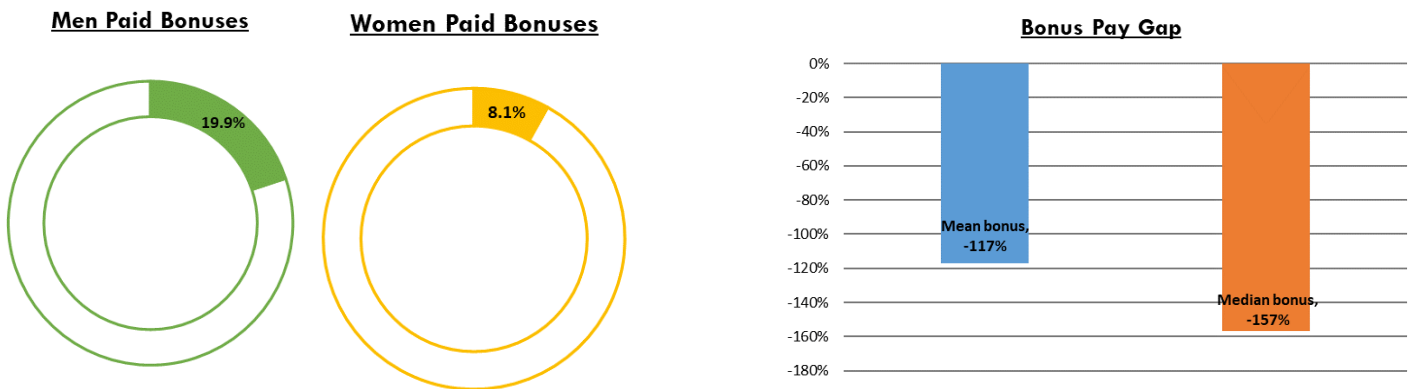
Togetherness



Our bonus pay gap

In the period 6 April 2019 to 5 April 2020, we paid bonuses to 19.9% of men and 8.1% of women, which was an increase of 3.3% and 3.4% respectively on the previous year.

This year, our bonus pay gap has swung significantly towards women, and is -117% (mean) and -157% (median). This is because we made a number of payments under the management bonus scheme, which contains 4% of all men employed and 5.5% of all women employed, while at the same time making comparatively smaller payments to employees for both long service (5.4% of all men and 2.0% of all women) and driver KPIs (9.5% of all men and 0.5% of all women making the average payment amount to each woman significantly higher).



Summary

Due to the bank holiday bonus falling in the week that the gender pay data was run, our figures for this particular week are distorted as we pay a significant bank holiday premium which is received by significantly more male colleagues due to the nature of their roles. However, when we run the data in a week without a bank holiday premium our underlying trend shows an improvement year on year below the national average for our median pay gap. Pay equality continues to be important to us and remains on our agenda as we move forward.

I confirm that the data reported is accurate.

Graham Hunter
Managing Director

July 2021



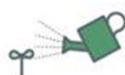
Quality



Courage



Community



Nurturing



Togetherness

Roberts

