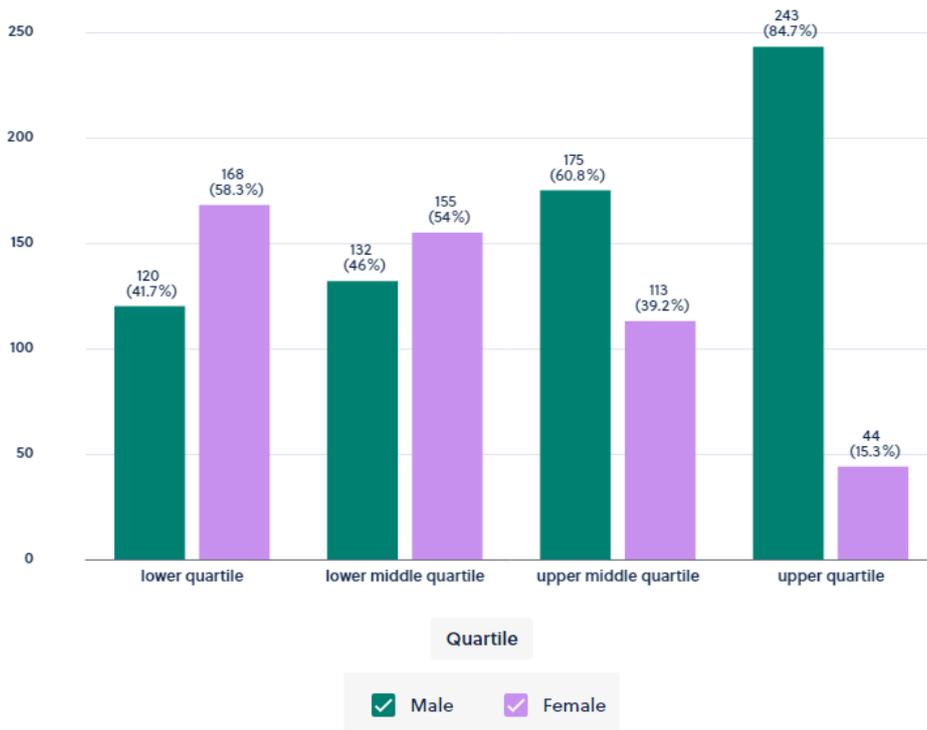


This is our annual gender pay gap report for the snapshot date of 5 April 2023.

**Headcount, by quartile.** A quartile is one of four equally sized groups created when you divide a selection of numbers (in this case, hourly pay rate) that are in ascending order into four. The "lower quartile" is the lowest paid group. The "upper quartile" is the highest paid group.

On the snapshot date, we employed 1,150 full-pay employees (with a total headcount of 1,186).



## Pay gap, by quartile.

The 'mean' gender pay gap (average pay) for each quartile is:

Quartile	Mean pay for men	Mean pay for women	Pay gap (mean)
Lower quartile	£10.91	£10.86	0.42%
Lower middle quartile	£11.14	£11.11	0.26%
Upper middle quartile	£12.88	£12.57	2.36%
Upper quartile	£28.35	£26.31	7.22%

## Why do we have a gender pay gap?

Legally, men and women must receive equal pay for:

- the same or broadly similar work;
- work rated as equivalent under a job evaluation scheme; or
- work of equal value.

We are committed to equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. We have a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or anything else listed above).

We are confident that our gender pay gap is not because we pay men and women differently for the same or equivalent work. Instead, our gender pay gap is because men and women work in different roles and those roles have different salaries.

Across the UK economy, men are more likely than women to be in senior roles (especially very senior roles at the top of organisations). Men are also more likely to be in technical and transport-related roles, which are often paid more highly than some of our other roles.

This pattern from the UK economy as a whole is reflected in the make-up of our organisation. Most line managers and senior managers are men.

The table above shows our workforce divided into four equal-sized groups based on hourly pay rate. If we had no gender pay gap, there would be an equal ratio of men to women in each band. However, instead, 58.3% of the employees in the Lower Quartile are women and 41.7% men. The percentage of male employees increases throughout the remaining bands, from 60.8% in the Upper Middle Quartile to 84.7% in the Upper Quartile.

Bonus pay was received by 33.67% of male employees, and 19.68% of female employees.

Myra Tourick  
Chief People Officer

March 2024

