

Gender Pay Gap

SNAPSHOT DATE: 05/04/2021



Bonus Summary

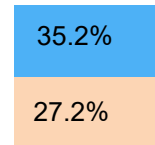
As per the
Gender Pay Gap
reporting period

| | % |
|---|-------|
| Proportion of male relevant employees with bonus pay | 74.2% |
| Proportion of female relevant employees with bonus pay | 80.0% |
| Mean gender pay gap in bonus pay | 65.6% |
| Median gender pay gap in bonus pay | 74.2% |

Hourly Summary

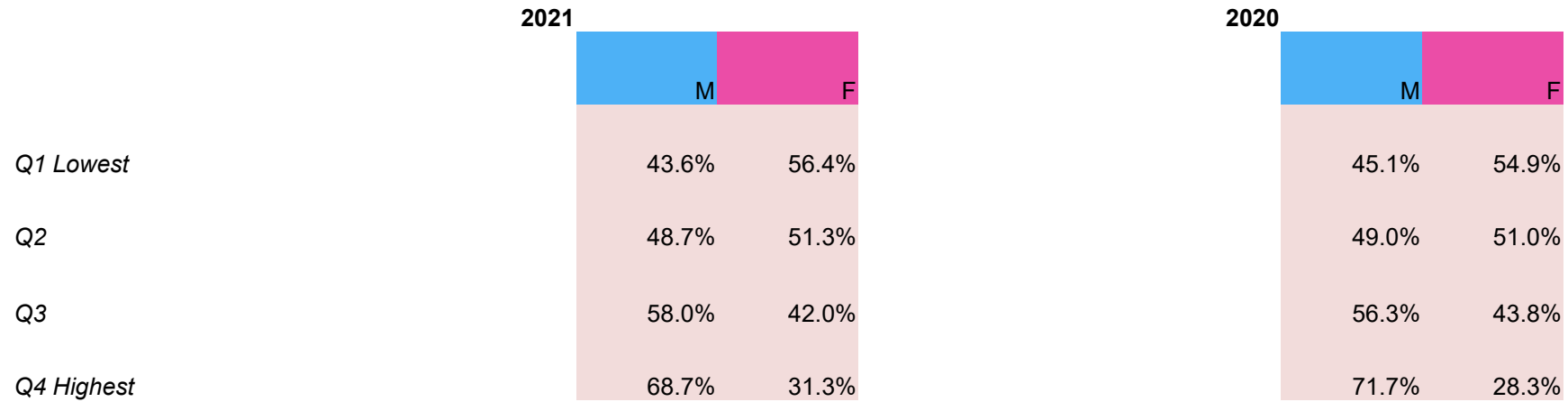
As per the
Gender Pay
Gap reporting
period

Mean gender pay gap in hourly pay
Median gender pay gap in hourly pay



Proportion of Males and Females by Quartile

Proportion M&F employees by Quartile



Summary

We are continuing to endeavour to breach the pay gaps through a number of initiatives, including:

- We have established global diversity, equity & inclusion councils
- Continuing our global mentoring scheme
- Review recruiting practices to ensure we have access to the widest available talent pool and provide training to hiring managers on best practice
- We have introduced compulsory diversity and inclusion training globally

Summary (con't)

While 2021 was a difficult year, we have continued to push through the pandemic and its associated challenges. We are excited to continue to strive forward and see positive changes in the equality of our structure across the globe and particularly in the UK business.



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