

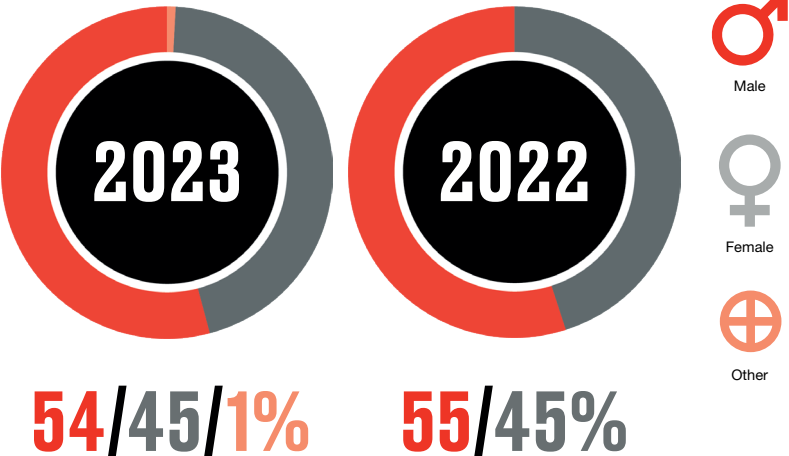
GENDER PAY GAP

We are proud to have continued to keep our median gap substantially lower than the UK average at -6.24% (UK average is 7.7%) but we also acknowledge that there's still work to do.

We are dedicated to continuing to work towards closing the gender pay gap and building out a diverse and inclusive workforce, with greater representation at all levels.

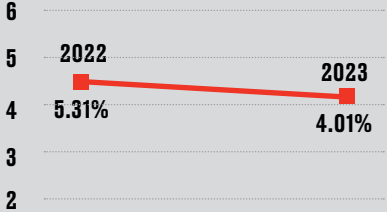
The average and median bonuses are marginally higher for women than men within the organisation in 2023. This represents a substantial shift YoY to the average figure which in 2022 was 53% higher for men than for women.

GENDER SPLIT

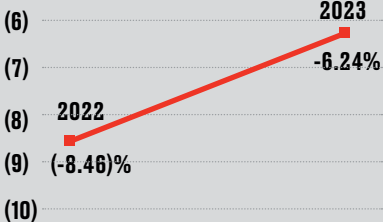


PAY GAP

MEAN

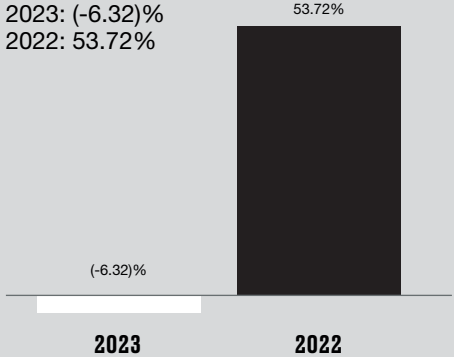


MEDIAN

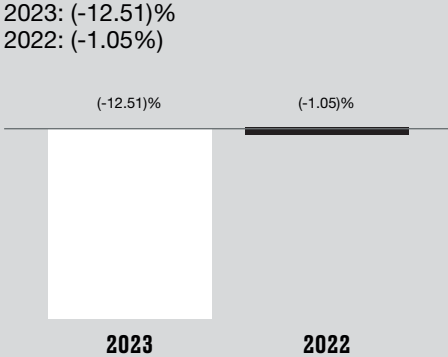


BONUS GAP

MEAN



MEDIAN



MEAN PAY GAP The difference in the average hourly rate of men's and women's pay. The mean (average) is calculated by adding together all values and dividing by the number of values. The mean is the overall average of the whole sample and can thus be subject to the influences of any extremely high or low salaries at the top or bottom of the sample. In other words, the mean is subject to skewing by a small number of outliers. For example, a 10% mean pay gap means that the average pay of men is 10% more than women.

MEDIAN PAY GAP Calculating the median involves taking all salaries in a sample, lining them up in order from lowest to highest, and picking the middle-most salary. For example, a 20% median pay gap reflects that the average pay of women by this measurement is 20% less than men. The median measurement is less impacted by the highest and lowest outliers than the mean value.