GENDER PAY

2019

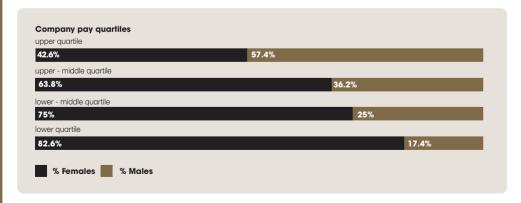
In line with submissions in previous years, we are pleased to announce that our gender pay gap has continued to gradually close; our mean gender pay gap has reduced by 0.5% and the median has reduced by 10.1%

This year we have seen less females in the lower quartiles however we have also seen a small increase in males within our top quartiles which balances this and is indicative of the Mean pay gap that we have seen this year.

We continue to be faced with the same challenges that our industry norm brings. Our customer facing ambassadors are solely female (which is reflective of our consumer base) and sit within the lower quartile.

By focusing on our family friendly policies, flexible working and talent conversations, we will continue to work on closing the gap further in years to come.

OUR NUMBERS



74.9% MEAN PAY GAP

8.7%
MEDIAN
BONUS
GAP

21.5% MEDIAN PAY GAP

77.6%

MEAN

BONUS

GAP

EQUAL PAY V GENDER PAY

It's important to distinguish between gender pay and equal pay as the two are often confused. Gender pay is the difference between the average pay of men compared to the average pay of women and is expressed as a percentage difference.

Equal pay, on the other hand, is the legal requirement for men and women to be paid the same for performing the same work or work of equal value. MEAN GENDER PAY GAP

-0.5%

MEDIAN GENDER PAY GAP

-10.1%