

GENDER PAY GAP REPORT 2024

We aim to create an environment where employees can reach their full potential, regardless of gender. The majority of our workforce are male, as is common within the industry, and we continually monitor our recruitment processes to ensure that we are attracting the best person for the role. In addition, for future recruitment we continue to engage with colleges, along with targeting a higher proportion of female employees across the business in line with our ESG commitments.

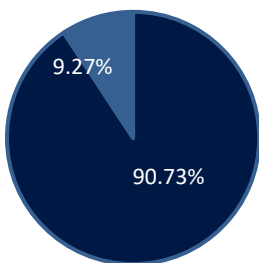
GENDER PAY & BONUS GAP

Our mean (average) gender pay gap is 6.1% and our median (middle) gender pay gap is 10.47%. The proportion of male and female employees receiving bonus pay was 53.8% and 45.3% respectively, reflecting a range of personal and operational performance bonuses. We have recently introduced a new SMART scheme bonus which has positively impacted bonus figures.

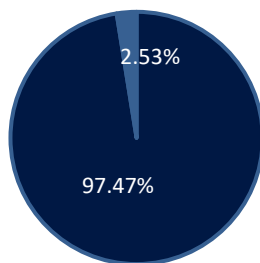
Difference between men and women	MEAN AVERAGE	MEDIAN MIDDLE
Gender Pay Gap	6.1%	10.47%
Gender Bonus Gap	53.8%	45.3%

PAY QUANTILES

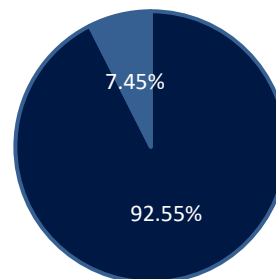
Detailed in the charts below is the proportion of males and females within each quartile pay band. The highest proportion of females is within quartile 4 which includes administrative and support roles.



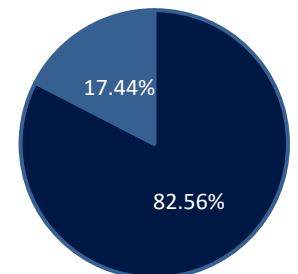
Quartile 1
Upper



Quartile 2
Upper Middle



Quartile 3
Lower Middle



Quartile 4
Lower

■ Male ■ Female

THE FUTURE

We are committed to continuing to recruit the right person for the role, regardless of gender. We encourage new talent through our award-winning apprenticeship scheme and our Graduate Scheme as well as supporting the development of all employees within the business through our mentor, career pathways and leadership programmes.

Will Green
Chief Executive Officer