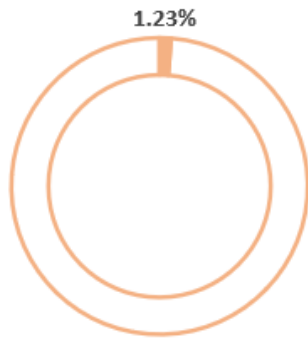
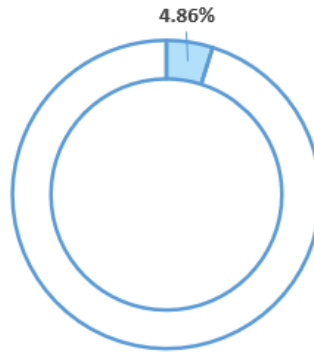


Gender Pay Report 2021-22

Mean Gender Pay Gap



Median Gender Pay Gap



Our gender pay gap

Based on employees' hourly rates of pay as at 5 April 2022, our gender pay gap is 1.23% (mean) and 4.86% (median).

This is an improvement from last year with a reduction in mean gender pay from 9.43% and in median gender pay from 18.6%. Last year our numbers were adversely impacted due to our Bank Holiday premium payment falling in the reporting pay period. Only some areas of our business are required to work on a Bank Holiday, while others, including all office staff, receive the day as holiday. There was no bank holiday in the week of the 5th April and so no bank holiday payments were made.

Pay quartiles

The chart below shows the proportion of women and men in the four quartiles. Overall, our workforce remains 74% male, as many of our roles are culturally male-dominated, such as HGV drivers, production shift workers, and engineers.



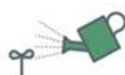
Quality



Courage



Community



Nurturing



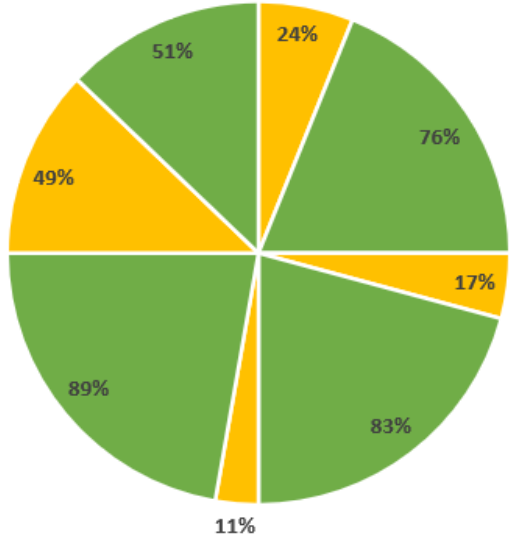
Togetherness



Lower Quartile

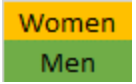
Quartiles

Upper Quartile



Lower Middle

Upper Middle

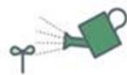
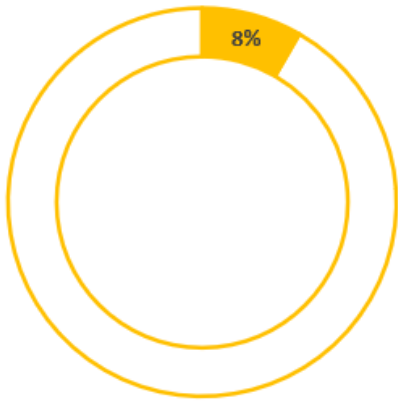
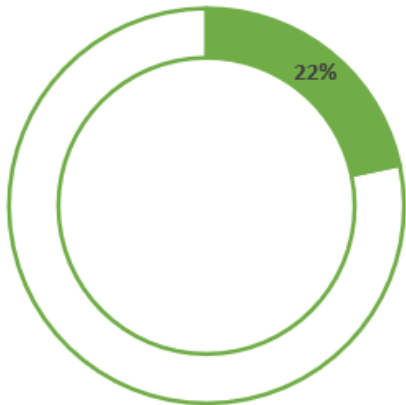


Our bonus pay gap

In the period 6 April 2021 to 5 April 2022, we did not pay a management bonus. Bonuses were therefore only paid to drivers (all male) achieving quarterly KPIs and employees receiving vouchers as part of the long service award celebrations. The long service award celebration that would have normally taken place in the prior year was postponed due to the pandemic and so the vouchers presented in this period related to two years.

Men Paid Bonuses

Women Paid Bonuses



Quality

Courage

Community

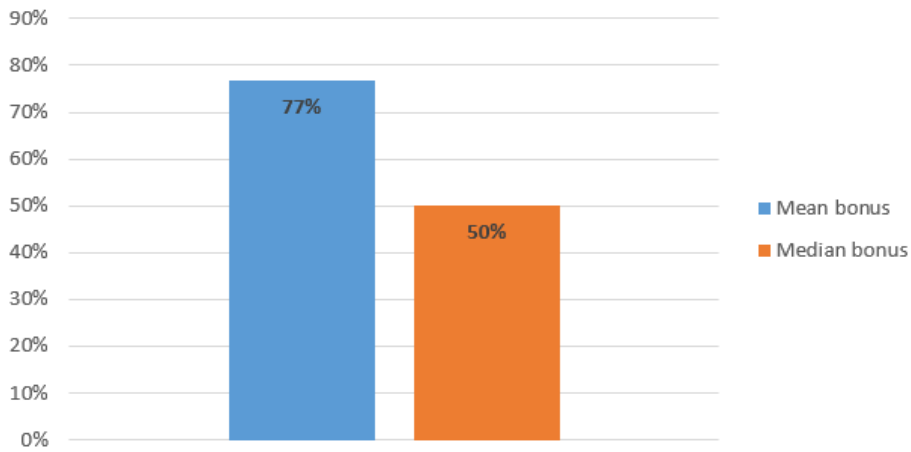
Nurturing

Togetherness

Roberts



Bonus Pay Gap



I confirm that the data reported is accurate.

Graham Melia
Finance Director

March 2023



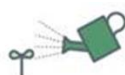
Quality



Courage



Community



Nurturing



Togetherness

