

GENDER PAY GAP REPORT 2017

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.

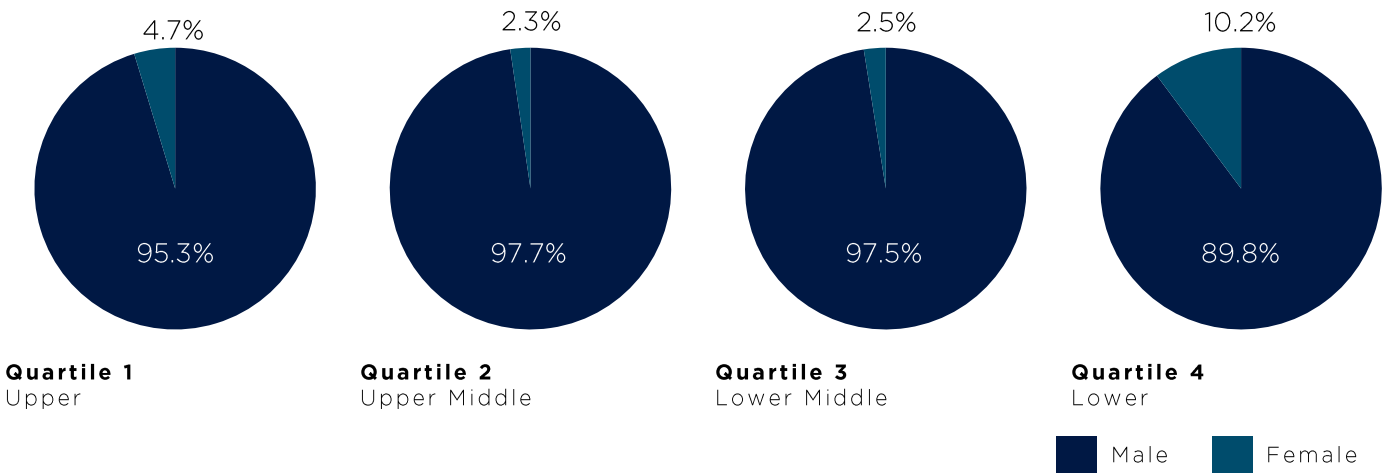
GENDER PAY & BONUS GAP

Our mean (average) gender pay gap is 5.8% and our median (middle) gender pay gap is 16.2%. The proportion of male and female employees receiving bonus pay was 90.06% and 18.3% respectively. These results reflect that the majority of our male workforce operate within the hourly paid production side of our business and were eligible for operational performance bonuses and incentives. This has already been addressed by the introduction in 2017 of a companywide bonus scheme which will provide equal opportunity to qualify for payment based on the same set of metrics across the business.

Difference between men and women	MEAN AVERAGE	MEDIAN MIDDLE
Gender Pay Gap	5.8%	16.2%
Gender Bonus Gap	5.9%	15.4%

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.



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 as well as supporting the development of all employees within the business.

Antony Sherif
Executive Chairman