

GENDER PAY GAP REPORT 2018

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.

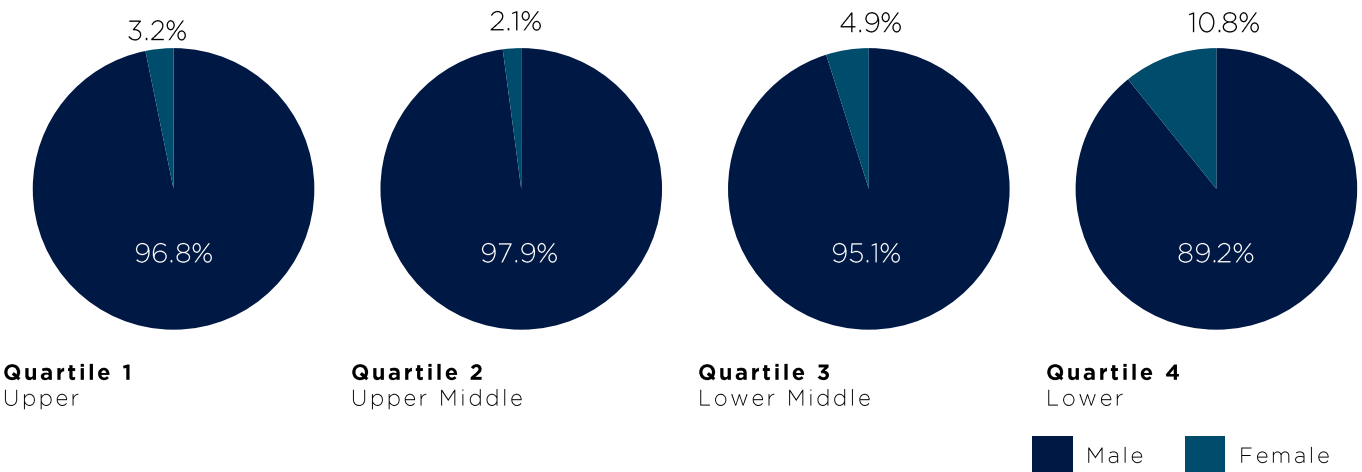
GENDER PAY & BONUS GAP

Our mean (average) gender pay gap is 11.6% and our median (middle) gender pay gap is 18.4%. The proportion of male and female employees receiving bonus pay was 69.1% and 12.2% respectively. The profile of the gender bonus gap has changed in the last year, predominantly due to the timing of bonus payments. The newly introduced companywide bonus scheme was paid out in April 2018 meaning that it has not fallen in to the reference period. If it had fallen in to the reference period the number of employees receiving bonus would have been 94.5% for male and 96.2% for females. The data also reflects that the majority of our male workforce operated within the hourly paid production side of our business and were eligible for operational performance bonuses and incentives. This year is a transitional year and future bonus payments will be closer aligned.

Difference between men and women	MEAN AVERAGE	MEDIAN MIDDLE
Gender Pay Gap	11.6%	18.4%
Gender Bonus Gap	44.2%	68.7%

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 and our newly introduced Graduate Scheme as well as supporting the development of all employees within the business.

Antony Sherif
Executive Chairman