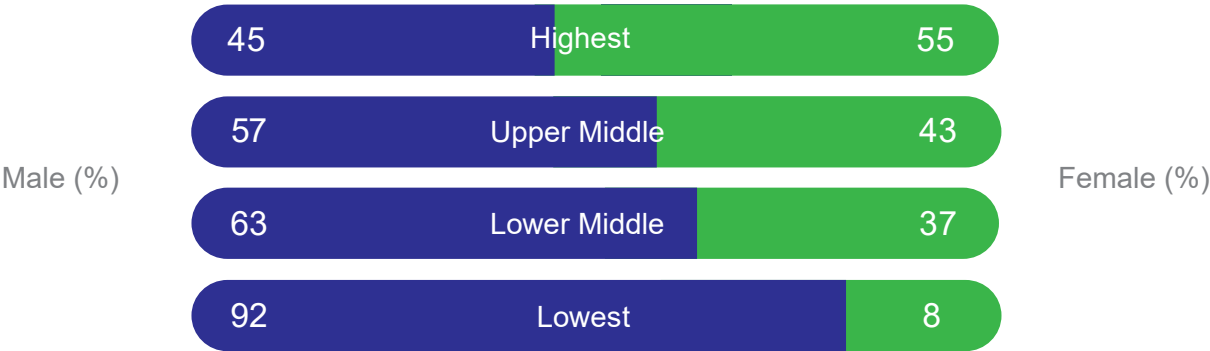


Our 2025 Gender Pay Gap Report

We are committed to ensuring our workplace rewards everyone fairly for their efforts no matter what background, race or ethnicity, with men and women paid equally for equivalent roles across our business. Our gender pay gap reporting is strongly influenced by several roles where we employ significant numbers of people, but our aim is to provide an inclusive workplace and opportunities for all colleagues to develop their full potential.

Pay Quartiles

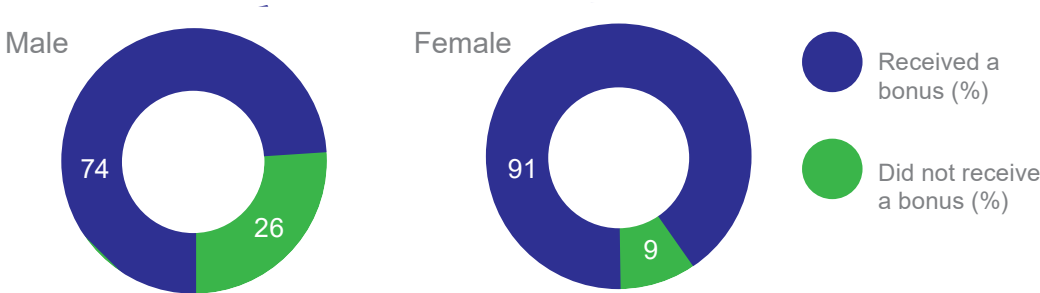


Pay and Bonus Gap

Difference between men and women		
	Mean	Median
Pay	-3%	-5%
Bonus	-37%	-19%

The table above shows the overall and median gender pay gap based on hourly rates of pay for the ‘pay period’ including the 5th April 2025. It also shows the mean and median difference between bonuses paid for performance during the year up to 5th April 2025 to men and women in the same period.

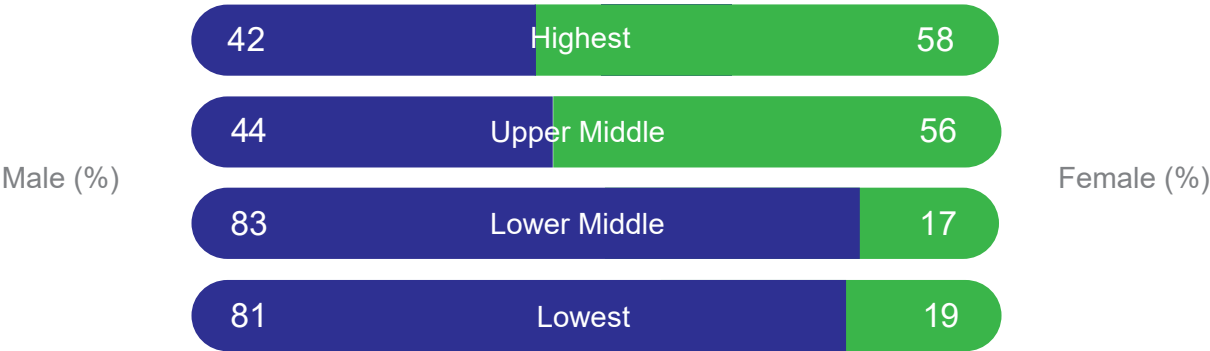
Proportion of Colleagues Awarded a Bonus



Our 2024 Gender Pay Gap Report

We are committed to ensuring our workplace rewards everyone fairly for their efforts no matter what background, race or ethnicity, with men and women paid equally for equivalent roles across our business. Our gender pay gap reporting is strongly influenced by several roles where we employ significant numbers of people, but our aim is to provide an inclusive workplace and opportunities for all colleagues to develop their full potential.

Pay Quartiles

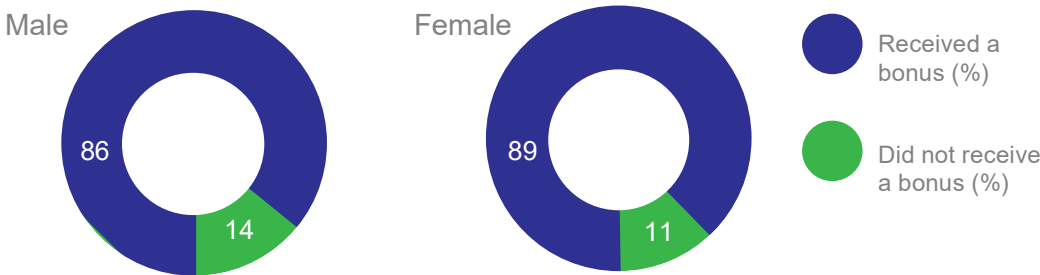


Pay and Bonus Gap

Difference between men and women		
	Mean	Median
Pay	-7%	-8%
Bonus	-31%	-16%

The table above shows the overall mean and median gender pay gap based on hourly rates of pay for the 'pay period' including the 5th April 2024. It also shows the mean and median difference between bonuses paid for performance during the year up to 5th April 2024 to men and women in the same period.

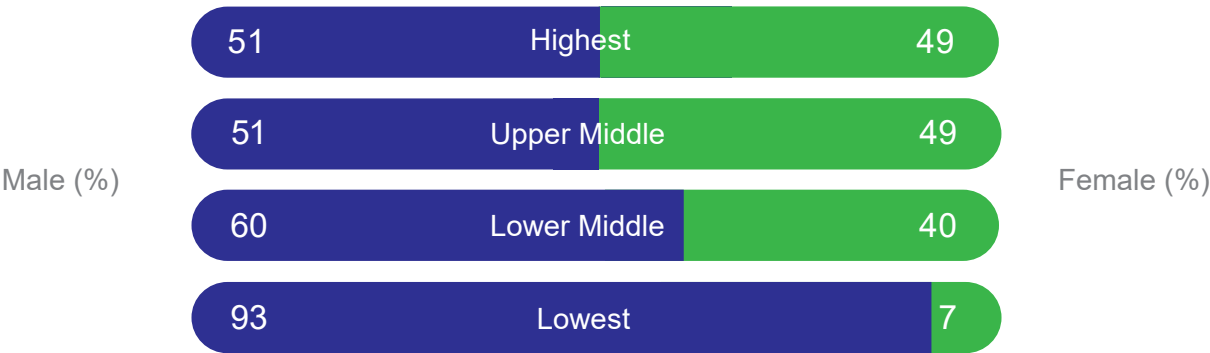
Proportion of Colleagues Awarded a Bonus



Our 2023 Gender Pay Gap Report

We are committed to ensuring our workplace rewards everyone fairly for their efforts no matter what background, race or ethnicity, with men and women paid equally for equivalent roles across our business. Our gender pay gap reporting is strongly influenced by several roles where we employ significant numbers of people, but our aim is to provide an inclusive workplace and opportunities for all colleagues to develop their full potential.

Pay Quartiles

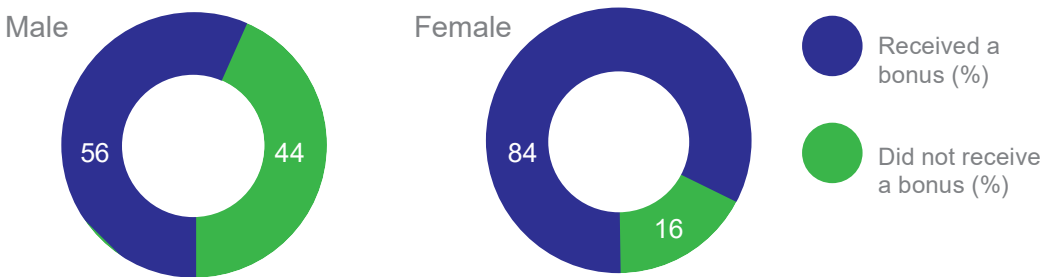


Pay and Bonus Gap

Difference between men and women		
	Mean	Median
Pay	-6%	-8%
Bonus	-33%	-240%

The table above shows the overall mean and median gender pay gap based on hourly rates of pay for the 'pay period' including the 5th April 2023. It also shows the mean and median difference between bonuses paid for performance during the year up to 5th April 2023 to men and women in the same period.

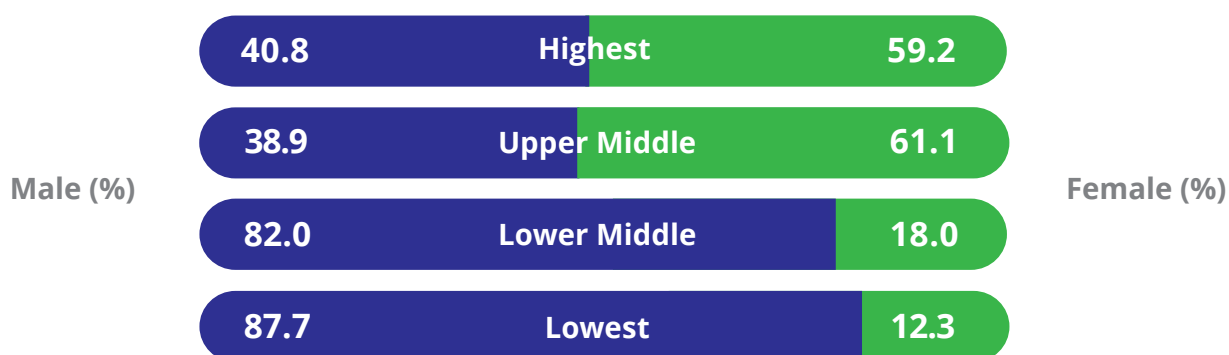
Proportion of Colleagues Awarded a Bonus



Our 2022 Gender Pay Gap Report

We are committed to ensuring our workplace rewards everyone fairly for their efforts no matter what background, race or ethnicity, with men and women paid equally for equivalent roles across our business. Our gender pay gap reporting is strongly influenced by several roles where we employ significant numbers of people, but our aim is to provide an inclusive workplace and opportunities for all colleagues to develop their full potential.

Pay Quartiles



Pay and Bonus Gap

Difference between men and women

	Mean	Median
Pay	(10.8)%	(18.4)%
Bonus	24.3%	19.9%

The table above shows the overall mean and median gender pay gap based on hourly rates of pay for the 'pay period' including the 5th April 2022. It also shows the mean and median difference between bonuses paid for performance during the year up to 5th April 2022 to men and women in the same period.

Proportion of Colleagues Awarded a Bonus

