

**LOVE**

# Gender Pay Gap.



5th April 2024



## Our commitment

Our commitment to reducing our gender pay gap and creating a fair and inclusive environment for all teammates is the driving force behind our dedication to equality in the workplace. We're serious about creating a workplace where everyone is valued and treated equitably.

# What is Gender Pay Gap reporting?

Put really simply, this is a report to show the difference in pay between men and women in a business. For us, it offers the opportunity to step back and reflect on what we're doing well, and where we may need a little more thought and action. This report details the results of our gender pay gap analysis for the snapshot date of 5th April 2024.

## What do we report on?

We look at our 'ordinary pay', which is the base salaries teammates are paid and 'bonus pay' which is how much bonus teammates are paid. We then look at the median which is the middle point of a range of numbers and the mean which is the average of a range of numbers.





# How do we calculate this for gender pay gap reporting?

## Median Pay Gap:

If all our male teammates stood in a line in order of lowest hourly rate earned to highest, and all female teammates did the same, the median pay gap (as a percentage) is the difference in pay between the middle teammate on the male line and the middle teammate on the female line.



## Mean Pay Gap:

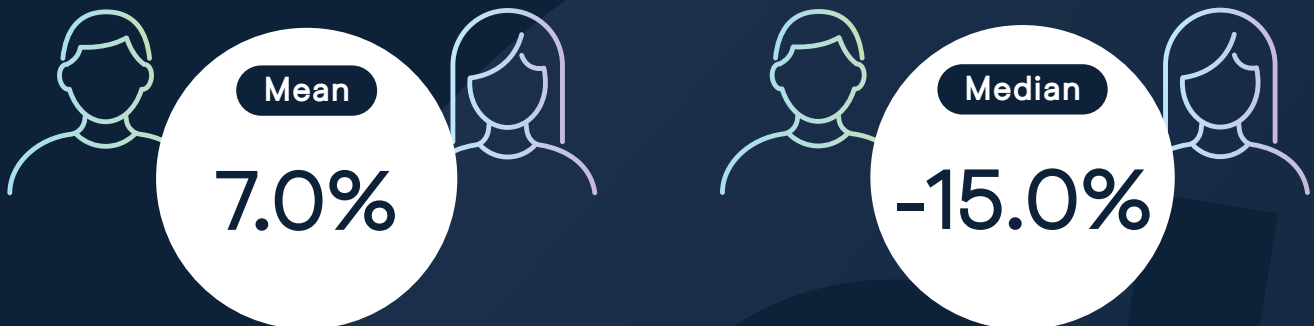
Is when we add together all the hourly rates of male teammates and calculate the average and do the same for female teammates, the mean pay gap (as a percentage) is the difference in pay between the average male and female hourly rate.





## How did we do?

### Ordinary Pay:



Our gender pay gap has reduced from 8.3% in our last survey to -15% this year.

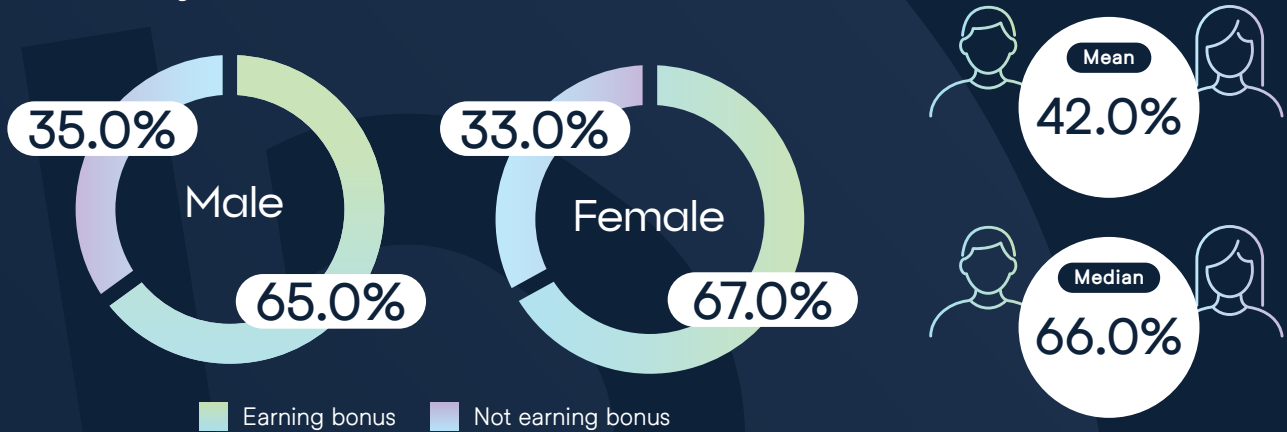
### What's driving that number?

- ♥ We're proud to have bolstered our tech team with more senior females leading the way when it comes to building our digital first platform. These teammates are transforming the way our business works.
- ♥ We're also extremely proud of our leadership team being 50% female, we've grown the team and appointed pivotal females in critical senior roles.



# How did we do?

## Bonus Pay:



Our bonus pay gap has reduced 12% since our last review, down to 42%.

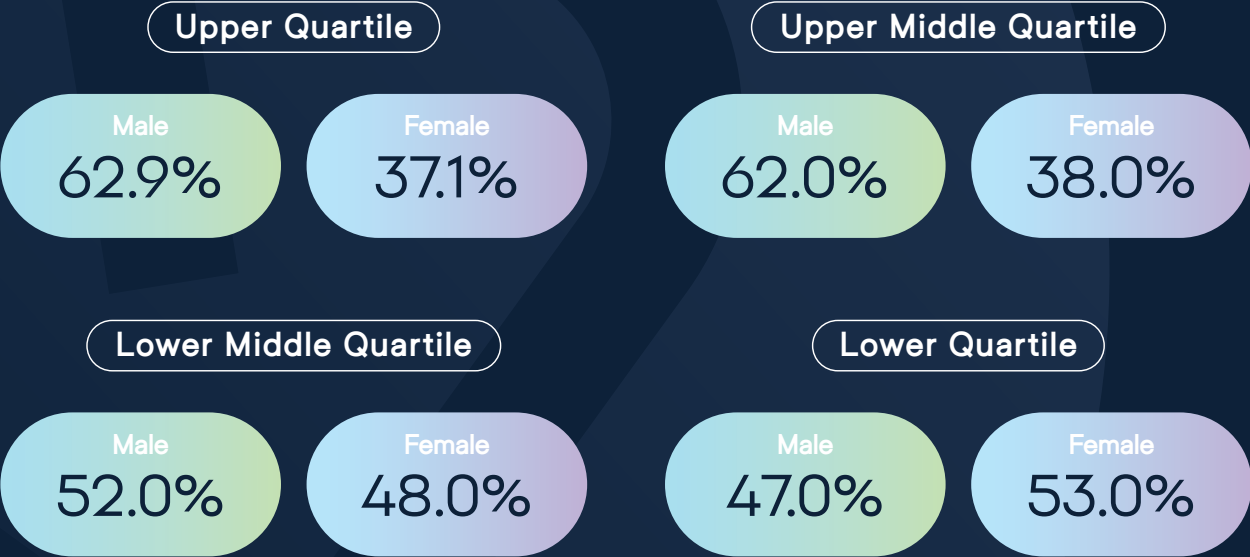
## What's driving that number?

Over 50% of our business is made up of brilliant sales professionals who are incentivised with a sales commission structure. Unfortunately we know the sales industry is male dominated which has made attracting females into sales roles challenging.

We have however made some changes to help to attract and retain females in the future which include the following;

- Part time working hours to attract females who may need additional flexibility
- A women's network created with a core purpose to develop the female leaders of tomorrow and create awareness and support for taboo subjects women experience.
- We've enhanced our parental leave offering to help support teammates.

# Percentage of men and women in each pay quarter



# Closing the gender pay gap:

While we're proud of the work we've done to close the gender pay gap we know we still have some work to do when it comes to our bonus pay across the business.

We're committed to:

- Investing in the leadership capability across our female population
- Building on the great work our female led networks are doing to support and grow our female teammates
- Ensuring we adapt our sales environment to be more attractive to a female market, including remote and flexible contracts
- Enhancing our recruitment process to make sure it's inclusive to everyone.

