



WHAT IS THE GENDER PAY GAP?

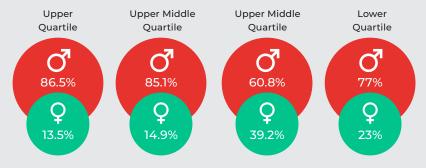
This is the difference in pay made to men and women on average across the business. This encompasses all roles which have a range of salary bandings, and we have used the calculations as set out by the Government to establish the mean pay (average figure) and the median pay (the mid-point in the figures) for hourly rate (which includes basic pay, holiday pay and shift allowance) and bonus payments.

We are committed to equal pay across all areas of our business, and this is different to the Gender Pay Gap, as within each specified role in the company team members are paid equal rates for equal roles.

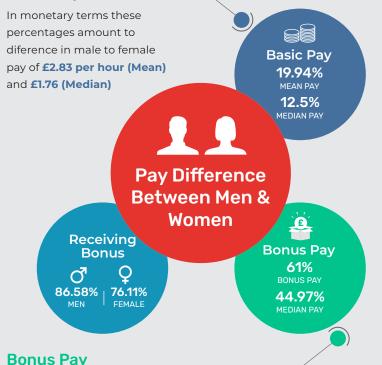
As a traditionally male-dominated industry, there are more men in roles which are open to higher pay which does impact the average pay for men compared to women. We recognise the reasons for the differences and are working to improve the gender balance in our business.

PAY QUARTILES

This shows the number of men and women in each of the 4 pay bandings:



Basic Pay



There is an £8,836 difference in Mean bonus, which is exacerbated by the fact that the most senior roles in the business are held in the majority by men. The median bonus gap is £940 in male favour in comparison.

ADDRESSING THE GAP

At our snapshot date in April 2022 females made up:

23.37% | 30%

of our overall team across the Group

of all managers & directors in Group 50%

of senior managers

We continue to ensure that all roles can be flexible for work life balance as we recognise that the traditional opening hours in the industry can be a barrier to both men and women with caring responsibilities.

Our People Team work with schools and colleges to demonstrate the value and breadth of roles within the industry to break down the stereotypical view of candidates and jobs, and encourage work experience placements within all departments.

All recruitment is on a fair and unbiased selection basis, and development and scope for promotion is also open to all candidates. Our values of being fair and acting with integrity are instilled in every management transaction, and we continue to maintain our Chairman, Andrew Turner's personal value of 'treating everyone as you would like your mother to be treated'; fairly, equally and with respect.

Solam Turner

ADAM TURNER Managing Director



Big enough to cope, small enough to care