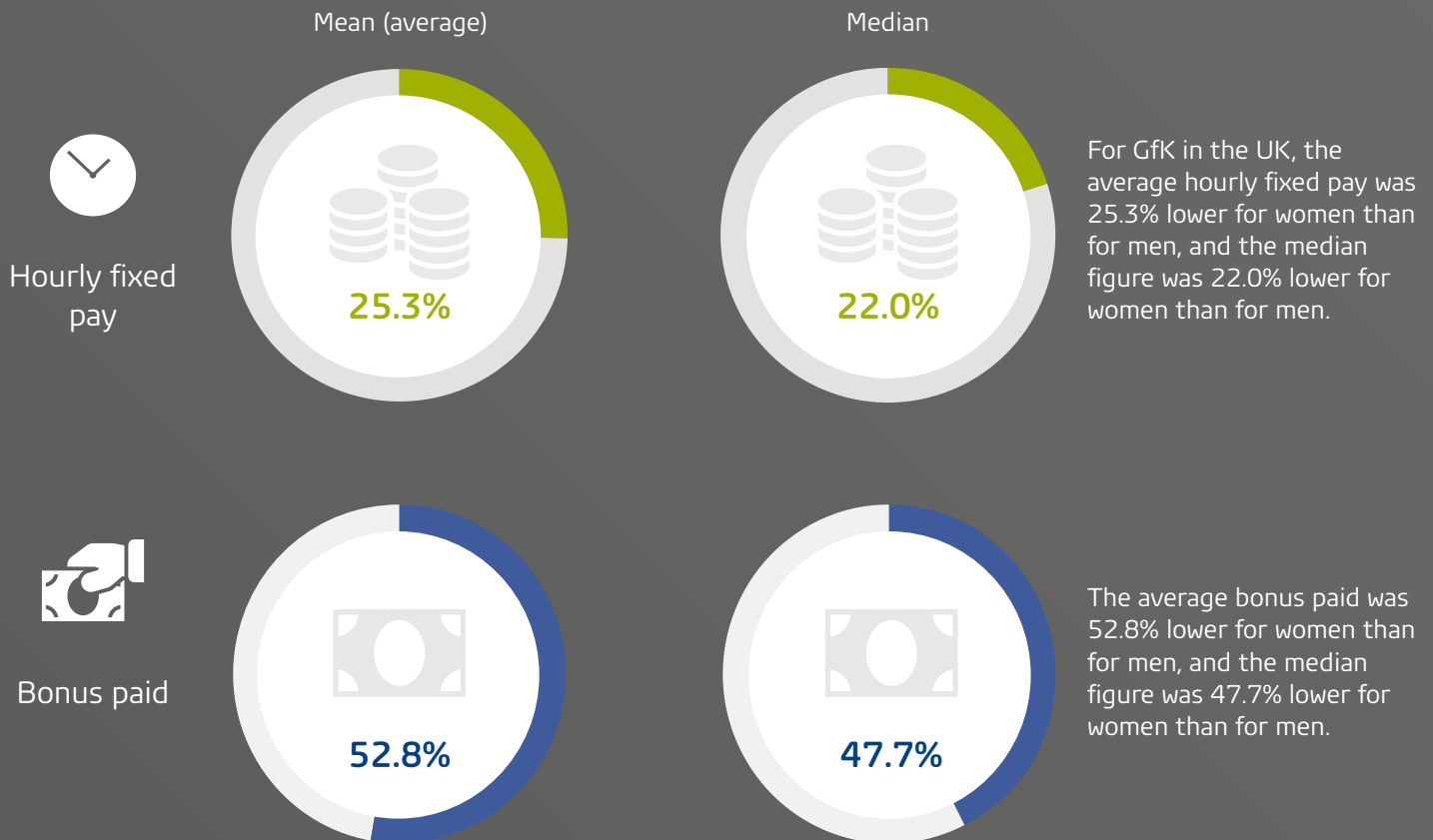


# OUR 2017 GENDER PAY GAP REPORT



We are committed to fairness, inclusion and equal opportunities, and are working wholeheartedly to reduce our gender pay gap.

## PAY GAP AS AT 6 APRIL 2017



Our pay and bonus gap figures are due primarily to the imbalance of men versus women in the upper quartile of earners. This is a focus area for us, in reducing our gender pay gap.

## PROPORTION AWARDED A BONUS FOR THE YEAR JANUARY – DECEMBER 2016



WOMEN:

**88.4%**

received a bonus,  
11.6% did not  
receive a bonus



MEN:

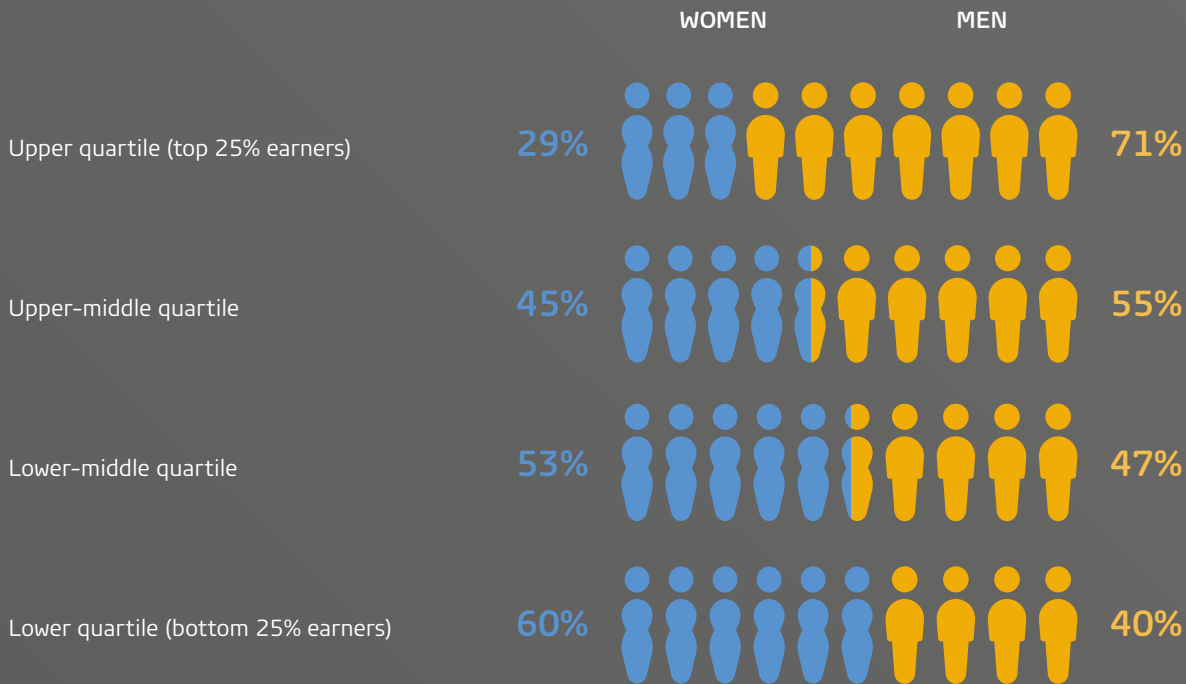
**81.0%**

received a bonus,  
19.0% did not  
receive a bonus

Percentage across all staff, including those who received nil bonus.

## PAY QUANTILES

Gender distribution across pay quartiles, with each quartile containing an equal number of colleagues:



The imbalance of men versus women in the upper quartile of earners is a focus area for us, in reducing our gender pay gap.

## STEPS WE ARE TAKING TO REDUCE OUR GENDER PAY GAP

We are committed to reducing our gender pay gap with these proposed actions:

Reviewing our succession planning and our female talent pipeline

Introducing mandatory "unconscious bias" training

Ensuring our interviewer panels for senior positions include female members



Ensuring all shortlists for senior positions include female contenders wherever possible

Revisiting our recruitment process to try to attract more female candidates for senior roles, with specific recommendations put in place

Revisiting our internal career development process to encourage more female candidates within senior positions – such as enabling more part-time or flexible working

I confirm that the data given above are accurate and that the calculations have been carried out in accordance with the regulations given.

*Alexander Pfann*

Regional Chief Financial Officer | Northern Europe  
23/03/2018