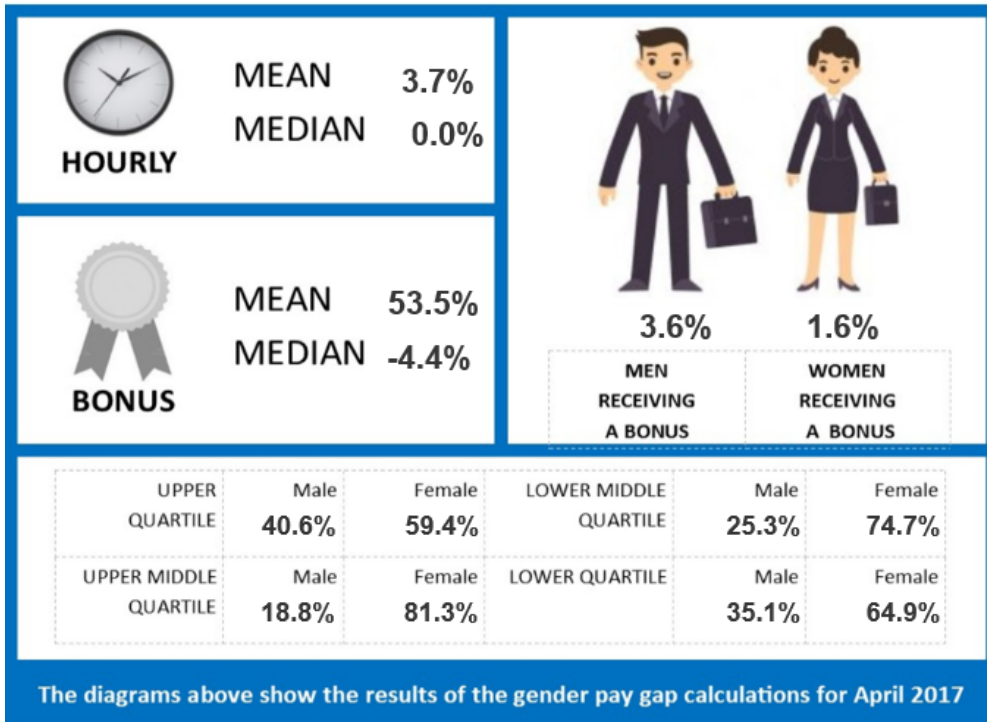


Devon Norse



The gender pay gap is not the same as equal pay. Equal pay ensures that men and women doing the same jobs are paid the same. The gender pay gap shows the difference in the average pay of men and women in the entire workforce.

The small difference in the pay gap, 3.7% mean and zero median, is very positive, and significantly below the national average of 18%. We will be working towards eliminating this completely in the next 3 years.

The gap in the bonus is impacted by the Managing Director's bonus being included in these overall figures.

The bonus system is under review.