

OUR 2017 GENDER PAY GAP REPORT

Our business is dependent on recruiting, retaining, developing and motivating talented people. The talents we need do not depend on gender, sexual orientation, religion, ethnic or national origin, race colour, age, disability or socio-economic background. We recognise that we need to do more to appeal to everyone who could help us to success.

Gender Hourly Pay Gap

Hourly pay difference between women and men			
	Mean	Median	
Hourly Pay	24.9%	27.9%	The mean pay for men is 24.9% higher and the median pay for men is 27.9% higher than that of women.

Gender Bonus Gap

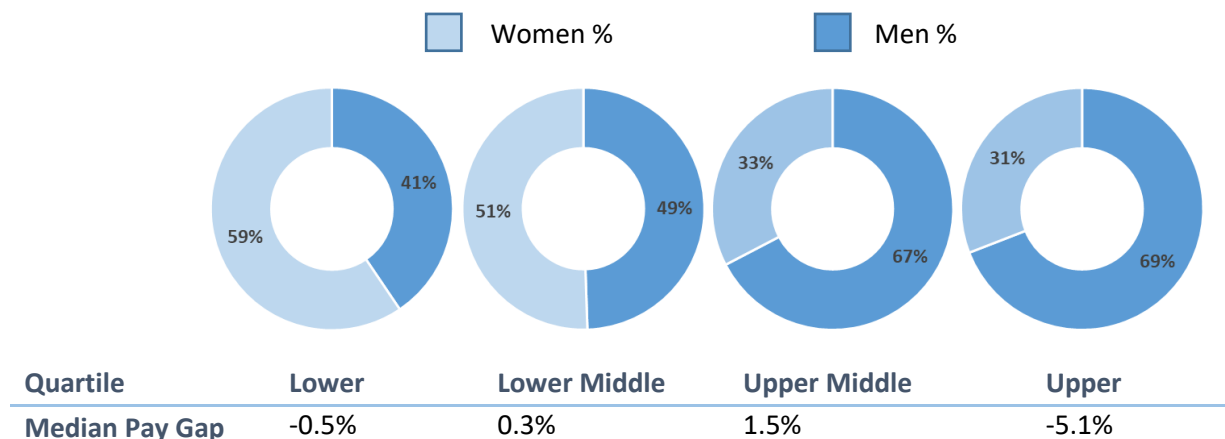
Bonus difference between women and men			
	Mean	Median	
Bonus Pay	37.8%	31.5%	The mean bonus for men is 37.8% higher and the median bonus for men is 31.5% higher than that of women.

Proportion of Women and Men Paid a Bonus

Men	Women	
86.6%	84.6%	This shows a 2% difference between the number of men and the number of women being paid a bonus.

Proportion of Women and Men by Quartile

The images below illustrate the gender distribution across four equally sized quartiles.



The data shows that men and women are paid equally for doing equivalent jobs across the business in the UK. The gender pay gap is driven by the underrepresentation of women in the upper quartiles, which include the senior leadership teams. We are committed to a number of actions that will close that gap and redress the gender imbalance at the top of the organisation.

We confirm the data reported is accurate.

Gillian Fox, Global Human Resources Director

Colin Jones, Finance Director