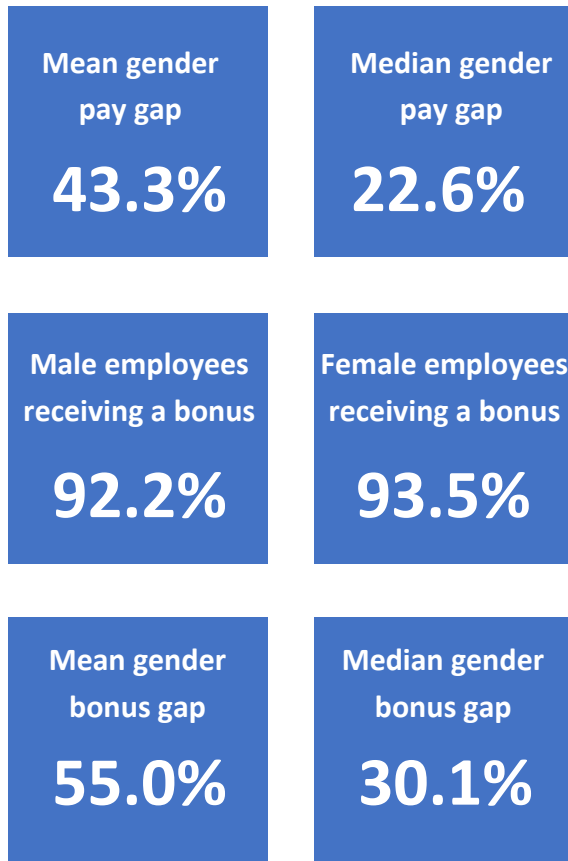


# Gender pay gap report 2021

We are pleased to present our gender pay gap report relating to data as at 5 April 2021. The report has been prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

## Our gender pay gap, at a glance



### About the gender pay gap

Gender pay gap legislation requires employers in the United Kingdom with 250 employees or more to calculate and publish gender pay gap data on an annual basis.

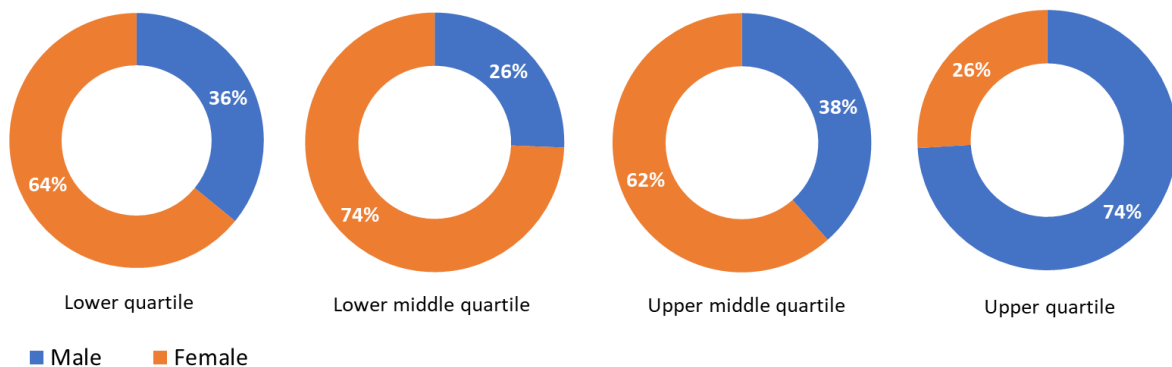
The gender pay gap is a measure of the difference between the average earnings of men and women, irrespective of roles or seniority. This is expressed as a percentage of men’s earnings. Equal pay is our legal obligation as an employer to give men and women equal pay for equal work.

We are confident that our gender pay gap is not attributed to disparity in pay between men and women, for the same or equivalent work across the company. We carry out extensive annual salary reviews to ensure that our reward policies and practices are fair, and we evaluate market rate salary levels regularly to ensure fairness for all.

Our gender pay gap is primarily the result of women representing a higher proportion than men among our flexible customer support roles and men representing a higher proportion of candidates for our technology roles.

## Pay quartiles

Proportion of men and women according to quartile pay bands



I confirm that the gender pay gap information contained in this report is accurate.

Simon Shaw, CFO

Data as at 5 April 2021, published 2022.