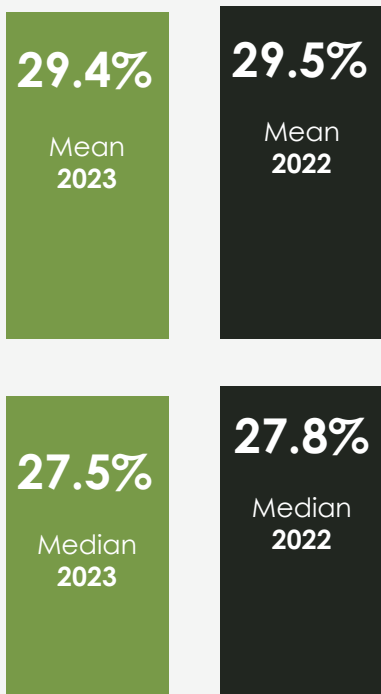
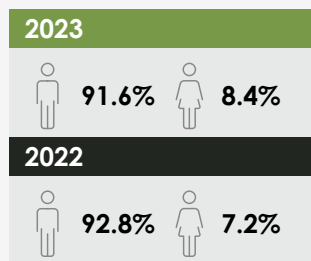


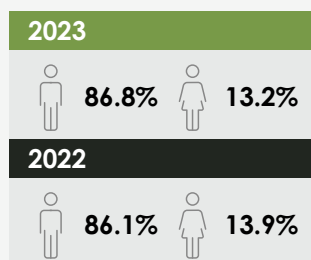
Pay **gap** and **quartiles**



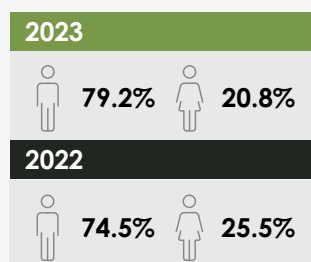
Upper quartile (highest paid)



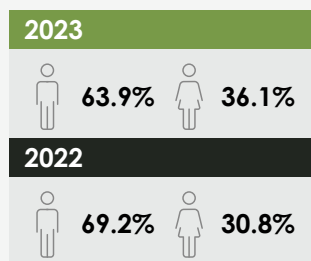
Upper middle quartile



Lower middle quartile



Lower quartile (lowest paid)

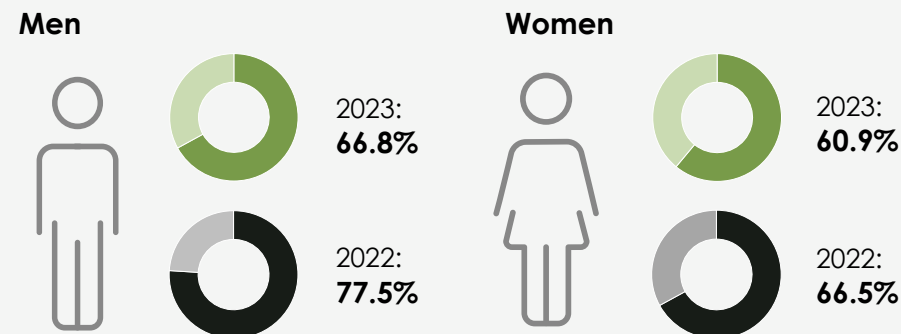


Notes:

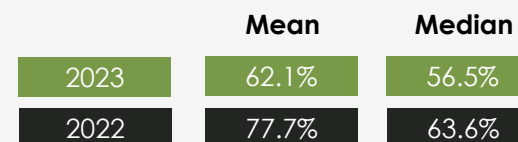
- The pay gap measures the difference in average pay of men and women, regardless of job roles
- The pay gap is not an indicator of equal pay, but shows the difference between average pay levels of all women compared to all men, regardless of role or responsibility
- Equal pay states that men and women must get equal pay for doing work that is the same, similar, equivalent or of equal value
- The median is the man or woman who is in the middle of a list of hourly pay ordered from highest to lowest paid. The median figures above are the difference between the hourly pay of the median full-pay man and the hourly pay of the median full-pay woman

Bonus **payments**

Proportion of men and women receiving a bonus:



Bonus gap:



We've seen a notable improvement in our gender pay gap metrics compared to 2022. There's an increase in the percentage of women in the highest paid quartile, suggesting progress in earnings distribution. The bonus gap between men and women has closed considerably (5.9% difference in 2023, 11% difference in 2022).

In the past year, we continued to develop our Better Together employee networks and our efforts were recognised with being awarded the National Centre for Diversity's full Investors in Diversity Standard silver award.

We took on a higher percentage of women in our Early Careers intake (21.4% in 2023, 12.2% in 2022), created an internal tool to proactively monitor fair pay levels for the same roles, and introduced processes to ensure all pay rises are considered fairly against internal benchmarking for the role.

In the year ahead, we will focus on proactively monitoring fair pay, further promote flexible working practices, and showcase the feasibility of flexibility in job design. We will introduce a mentoring and coaching programme and will engage with technical colleges to inspire young women interested in STEM (science, technology, engineering, and mathematics) fields. Our Career Development Advisor will also meet with our women's employee network to review potential careers pathways.

We will continually explore innovative ways to attract and retain employees and look forward to making Tilbury Douglas a more inclusive place to work.

Paul Gandy
Chief Executive Officer

