

Gender Pay Gap Report 2024



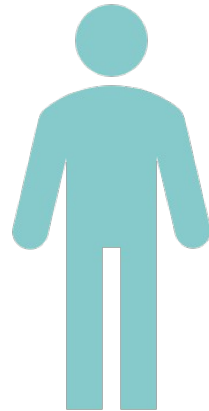
About this Report

Pullman is proud to promote inclusion, diversity and equality. We are committed to ensuring that our colleagues are treated equally and fairly, with all having the same opportunities to thrive and earn what they deserve without bias.

We continue to use our data to identify opportunities where we can improve the balance of representation of male and females in key roles in our business.

I confirm that the information and data reported is accurate as of the snapshot date 5 April 2024.

Male



Female





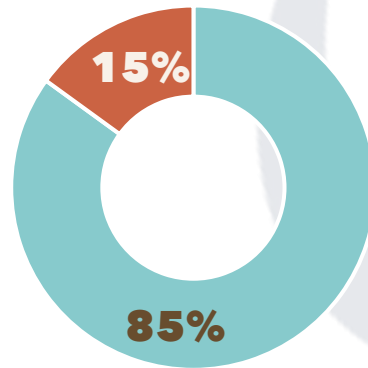
Summary Data

This summary is based on data for 337 employees who received pay/bonus during the relevant reporting period for gender pay gap reporting.

88% of these colleagues work on the front line in our vehicle maintenance network whilst the remaining 12% make up our support functions. This is reflected in the proportion of men and women that make up our workforce. More men tend to work in in our vehicle maintenance network as technicians and mobile engineers, which is common across our industry.

Female representation in our workforce was 15%.

Overall Headcount 2024

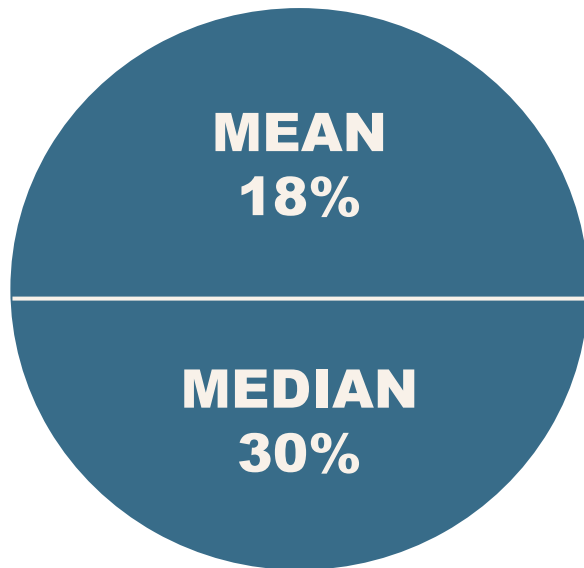


■ Male ■ Female



Gender Pay Gap

As of April 2024, the mean gap was 18% and the median gap was 30%. This means on average men earn £3.67 more than women per hour when looking at our mean average. The mean gap has decreased from 19% last year to 18% this year. The median gap has also decreased from 33% to 30%. The gap that remains is primarily driven by the difference in the rates between technical and clerical roles and is typical of our industry. Typically, females are underrepresented in technician and mobile engineer roles throughout the industry. Pullman continues to look at ways in which we can attract under-represented groups into our business.



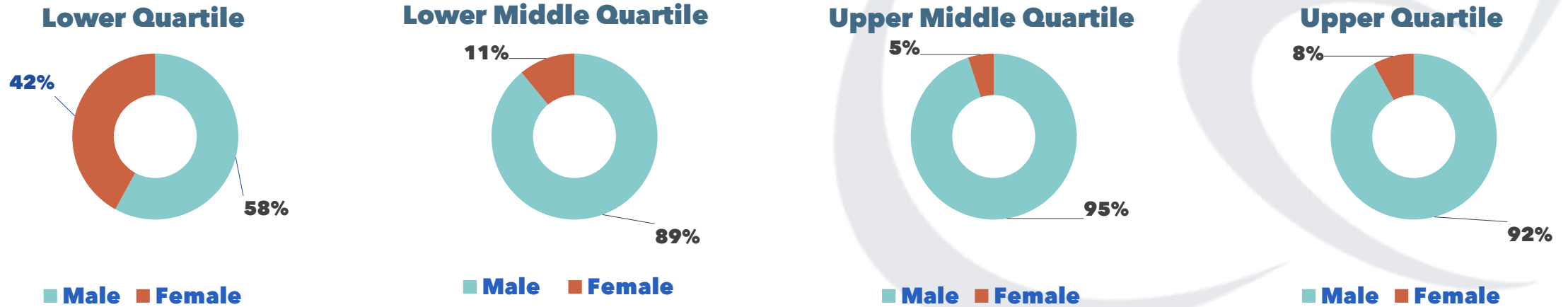
Understanding Gender Pay

The Gender Pay Gap measures the difference between the average pay for men and women across all roles and all levels. This differs to equal pay which compares the pay men and women receive for doing the same or similar roles.



Gender Pay Gap

Although Female representation in the lowest pay quartile has reduced significantly this year (by around 10%), it remains high and as such is driving the gender pay gap in Pullman. The reduction in female representation in the lowest paid quartile has seen an increase in the lower middle quartile. These two shifts are the reason for the slight decrease in both the mean and median averages. The upper middle and upper quartile has seen very little change. The majority of our roles fall within the middle quartiles and these roles are predominantly Technician roles in which females are significantly underrepresented both in our business and within our industry.



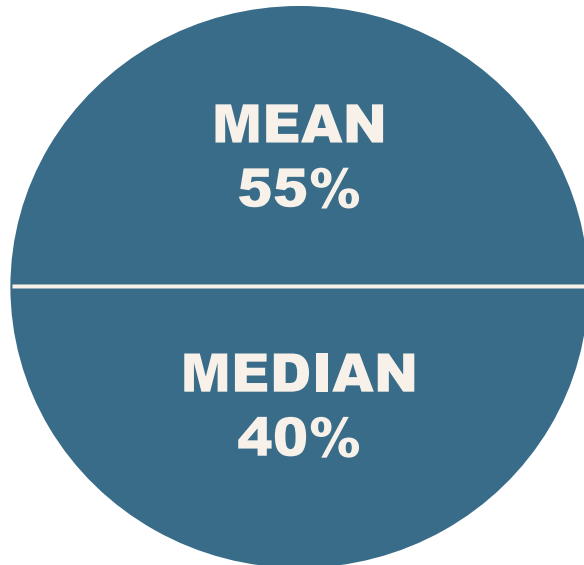


Bonus Data

A higher percentage of women have received a bonus payment when compared to men. Pullman operates a reward and recognition and long service scheme to all employees and a discretionary bonus scheme to a small number of senior managers. There is a gap both in the mean and median averages and this is a result of a much higher percentage of female employees receiving reward and recognition payments compared to men.

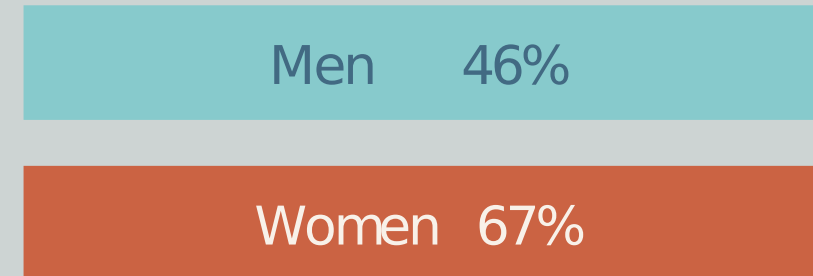
The R & R scheme is open to all business areas and is a small thank you to say well done for good work. We have seen these used less frequently in our garage teams that are male dominated. This reduces the average bonus for female colleagues and increases the median gap.

There were also a small number of much more significant bonuses paid to a few executives and senior managers. As this group has a much higher male representation these more significant bonuses paid to men has also increased the gap.



2024

Percentage of men and women who received a bonus





Summary

In summary, we are not surprised by the results of the gender pay review with these being typical of the industry in which we operate. Although there is still a gap between male and female pay, we are pleased that the mean and median gap has reduced since last year. It remains a challenge to attract females in our business, particularly in our mid quartile paid roles. This is reflective of the industry; however, we continue to seek opportunities to improve female representation.

Our reward and recognition scheme remains popular and whilst this increases our bonus gap, we believe rewarding our colleagues in the lowest pay quartiles as a positive. We believe our overall bonus framework appropriately recognises the performance of teams and individuals, but we will continue to demonstrate a gap as a result of the male-female representation across different roles in our business.

A handwritten signature in black ink, appearing to read 'James Drewry'.

James Drewry
Head of Payroll & Reward