

Gender Pay Gap Report 2021

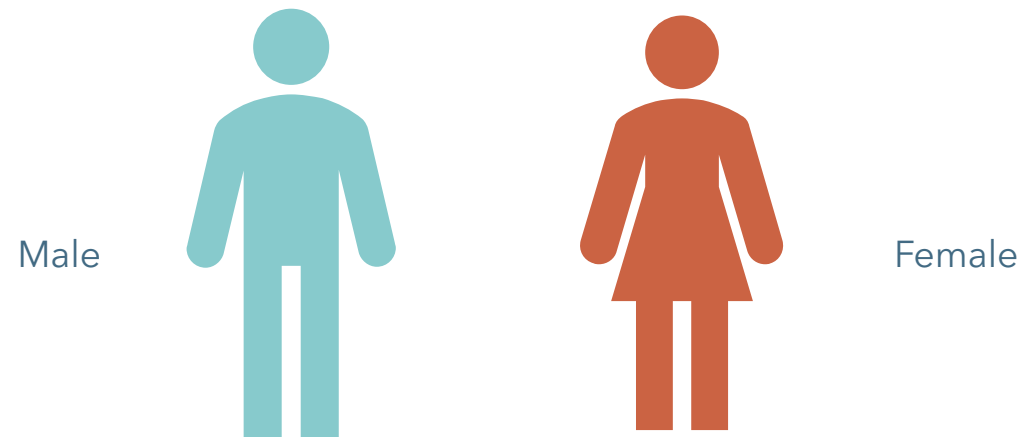


About this Report



Pullman Fleet Solutions are 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. The experience of collating this report has been very beneficial in helping us to identify where we stand when looking at gender pay. Although the results discussed are very positive, we understand that we can always improve and we will strive to do so.

I confirm that the information and data reported is accurate as of the snapshot date 5 April 2021*.



*Our snapshot of data last year incorporated a significant impact of furlough with our full pay relevant employees reduced as a result. This has had consequences when comparing this years data to next years analysis.

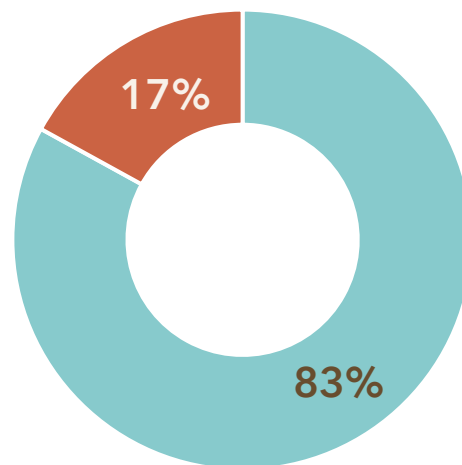
Summary Data



This summary is based on data for over 350 employees who received pay/bonus during the relevant reporting period for gender pay gap reporting.

Around 83% of these colleagues work on the front line in our vehicle maintenance network whilst the remaining 17% 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.

Overall Headcount 2021

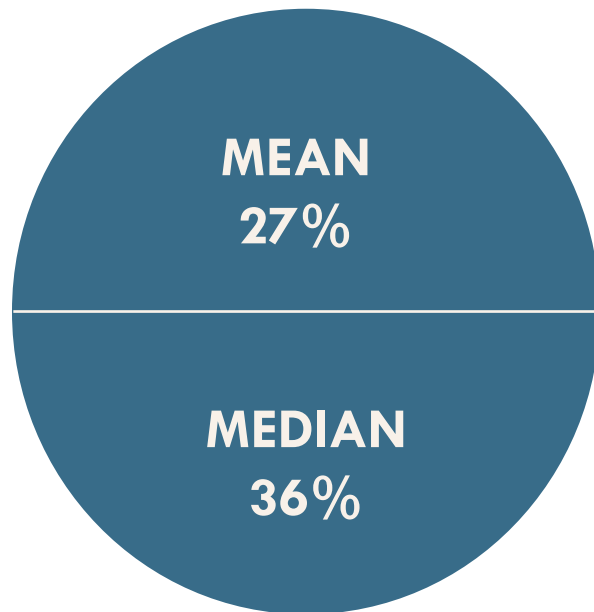


■ Male ■ Female

Gender Pay Gap



As of April 2021, the mean gap was 27% and the median gap was 36%. This means on average men earn £4.65 more than women per hour when looking at our workforce as a whole. The gap has however reduced from last year when the mean was 35%, the median 39% and with men earning on average £6.34 more than women. 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 under represented in technician and mobile engineer roles throughout the industry. Pullman will be expanding its apprenticeship programme in 2022 and in doing so we will be looking to attract interest from under represented groups, including females.



Understanding Gender Pay

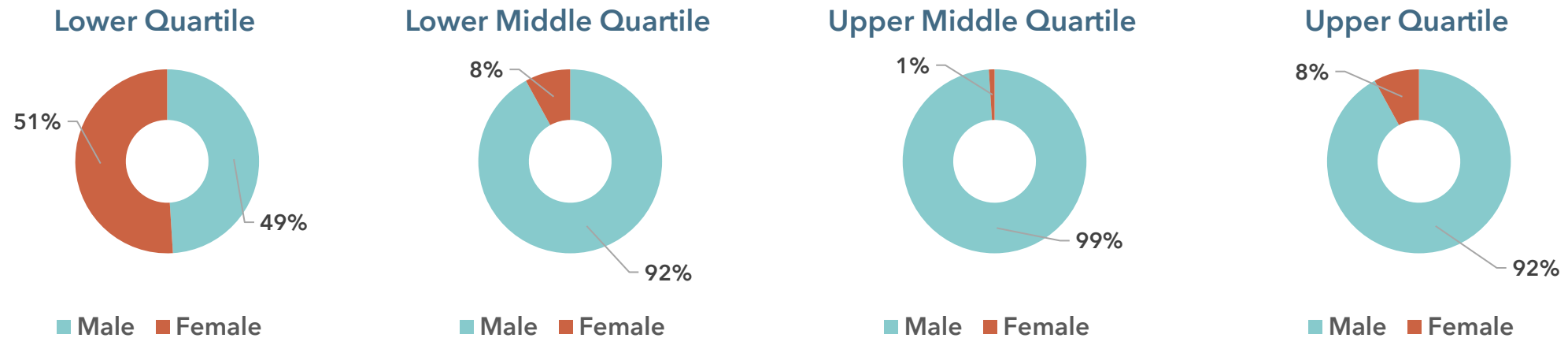
The Gender Pay Gap measures the difference between the average pay for men and women across all roles and all levels. This differs to equal pay which compares the pay men and women receive for doing the same or similar roles.

Gender Pay Gap



Female representation in the roles in the lowest pay quartile is high and as such is driving the gender pay gap in Pullman. Conversely whilst there was female representation amongst the most senior roles in Pullman, the majority of these roles were occupied by men. There has however been positive movements in both the upper and lower quartiles when comparing to last year. Female representation in the lower quartile has dropped from 61% to 51%. In the upper quartile female representation has doubled from 4% to 8%. The majority of our roles fall within the middle quartiles. These roles are predominantly Technician roles in which females are significantly under represented both in Pullman and within our industry.

When recruiting across all areas of the business we are actively looking to address the representation of females. This is more challenging within our Technician population as this role typically doesn't tend to attract female workers. We are actively looking to address this through our apprenticeship programmes and the changes in technology which will make the role more attractive to a more diverse group.

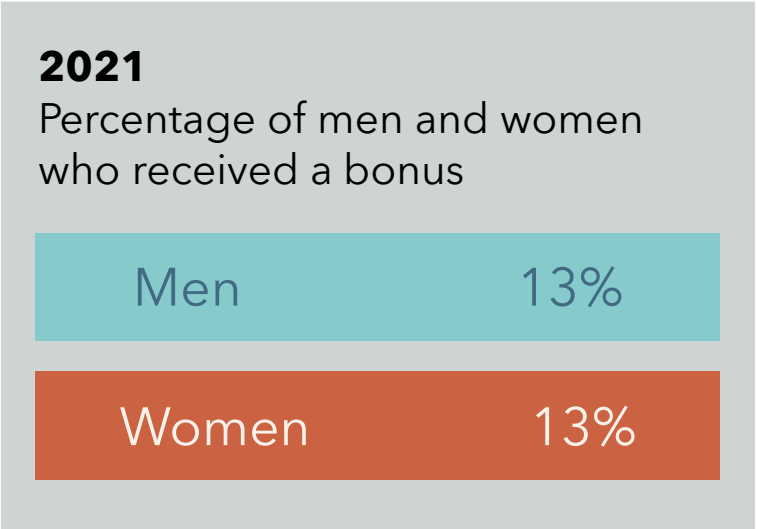
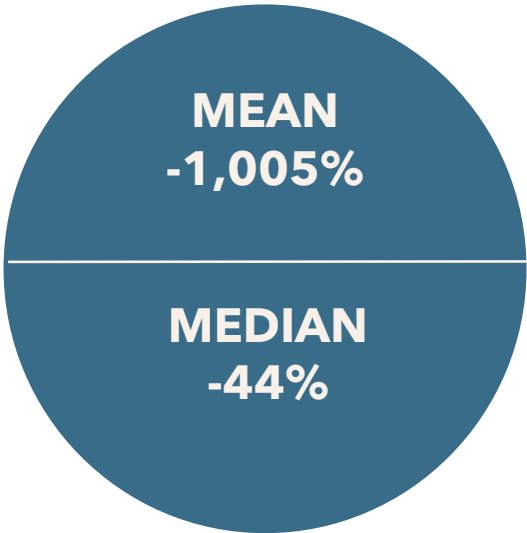


Bonus Data



Although the same percentage of men and women have received a bonus payment, there is a significant gap in the mean bonus gap, with women on average earning much higher bonuses than men. The median also indicates that the average bonus paid to female was greater.

This is a result of a small number of very significant bonuses being paid to female colleagues in senior management. There is also a performance related bonus payment available to our front-line VMU employees. Most of these employees are male and these bonus payments are much smaller than the more significant bonus payments that female senior managers have received which has further widened the gap.



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 both the mean and median gaps have reduced since last year. We do however know that we still have work to do if we are to continue to increase our female representation in higher quartiles and reduce our pay gaps further.

To reduce the pay gap, we would love to attract more females to work in our vehicle maintenance units as technicians. A lack of female representation in these positions is an industry wide trend, but we know that women can do a fantastic job in these crucial roles for our business.

We have seen a significant negative gap when it comes to bonus meaning that females on average have been paid more. This has been driven by a small number of very large bonus payments to female colleagues in senior management. We do see rewarding female colleagues in mid-level and senior management level with bonus pay for good performance as a positive so we are not overly concerned about this. It is a positive that the same percentage of men and women have received a bonus and we will look to try and continue this trend in the future.

A handwritten signature in black ink, appearing to read "ARoughley".

Andrea Roughley
Head of People