

# Gender Pay Gap Report 2022

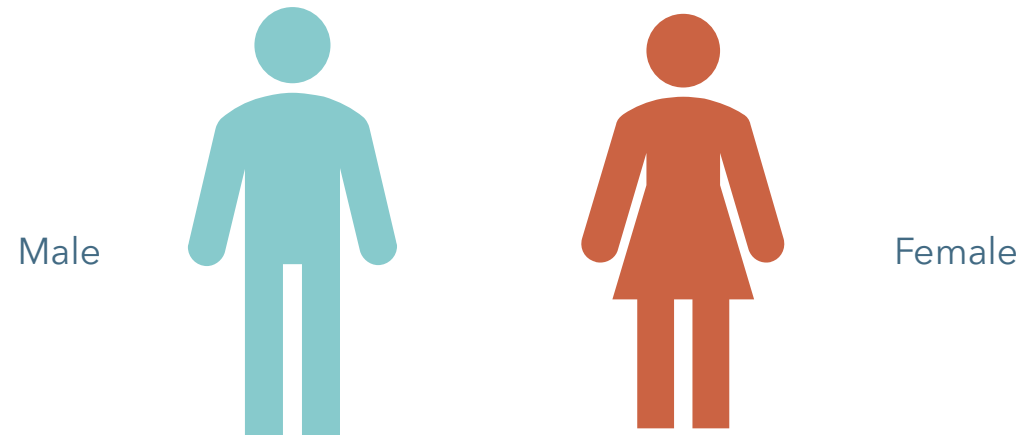


# About this Report



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 2022.



# Summary Data

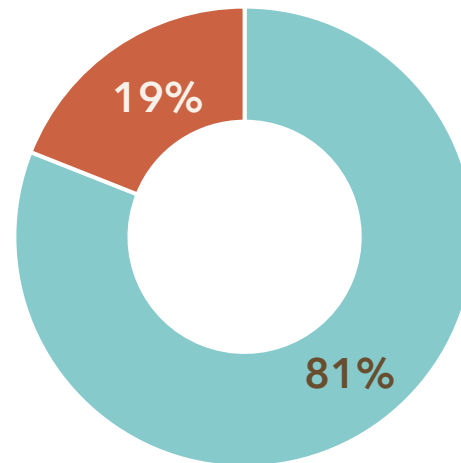


This summary is based on data for 340 employees who received pay/bonus during the relevant reporting period for gender pay gap reporting.

Around 79% of these colleagues work on the front line in our vehicle maintenance network whilst the remaining 21% 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.

There has been a slight increase in female representation vs last year from 17% to 19%.

**Overall Headcount 2022**

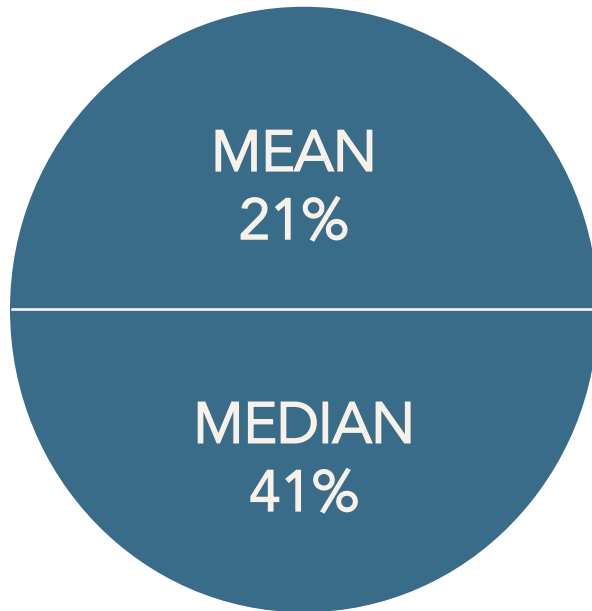


■ Male ■ Female

# Gender Pay Gap



As of April 2022, the mean gap was 21% and the median gap was 41%. This means on average men earn £3.53 more than women per hour when looking at our workforce as a whole. The mean gap has decreased from last year when we had a 27% gap and on average men were earning £4.65 more than women. The median gap has however increase slightly from 36% to 41%. 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 are continuing to work to attract under represented groups into the business, we successfully recruited a number of female apprentice technicians and are continuing our work with the armed forces and overseas candidates.



## Understanding Gender Pay

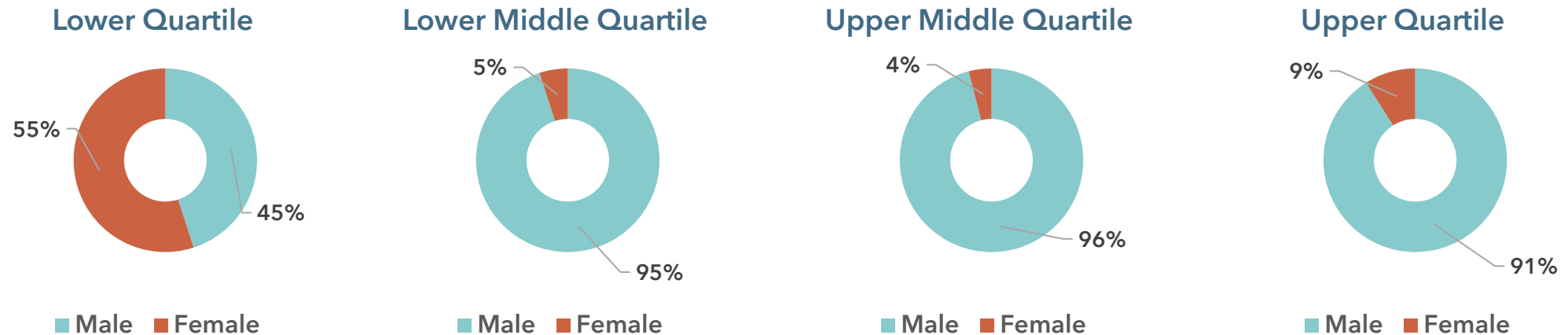
The Gender Pay Gap measures the difference between the average pay for men and women across all roles and all levels. This differs to equal pay which compares the pay men and women receive for doing the same or similar roles.

# 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. It is encouraging however that female representation in the upper middle quartile has increased from 1% to 4% this year. The highest paid quartile has also increased slightly from 8% to 9%. These increases are a major reason that our mean gap has reduced. 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.

We continue to invest in ways to address the female representation in our business. We will continue to attract a more diverse candidate pool to fill our vacancies and continue our successful apprenticeship programme.

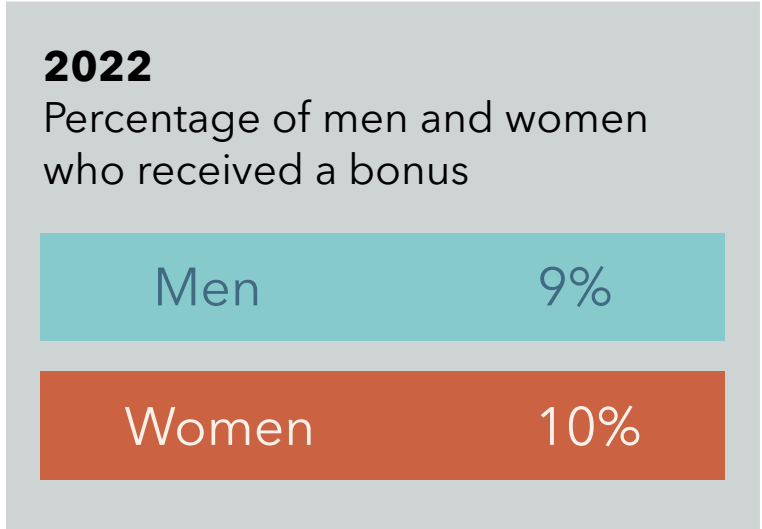
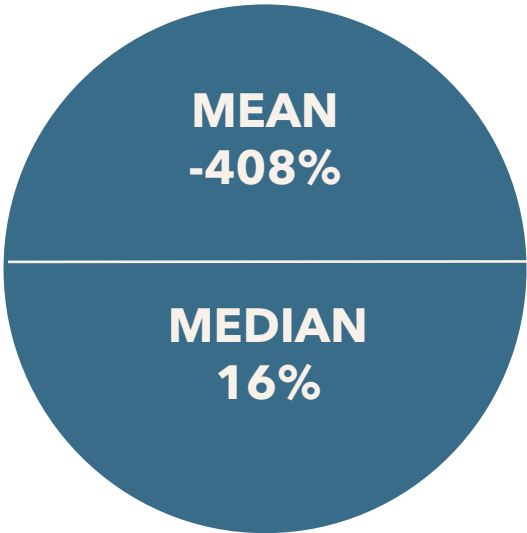


# Bonus Data



Although nearly 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 gap however shows that male bonus was more when looking at the midpoint earnings.

This is a result of a small number of significant bonuses being paid to female colleagues in senior management. There was 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 the mean and gap has reduced since last year. We will continue our work to attract more females working in our vehicle maintenance units to increase our female representation in higher quartiles and reduce our pay gaps further. We would expect this to start to make further improvements to our gender pay gap over the coming years as our female apprentices qualify as technicians.

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 significant 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 approach to attracting female leaders into our business.

A handwritten signature in black ink, appearing to read "Victoria Knight", with a horizontal line underneath.

Victoria Knight  
**Chief Executive Officer (Interim)**