



GENDER PAY REPORT

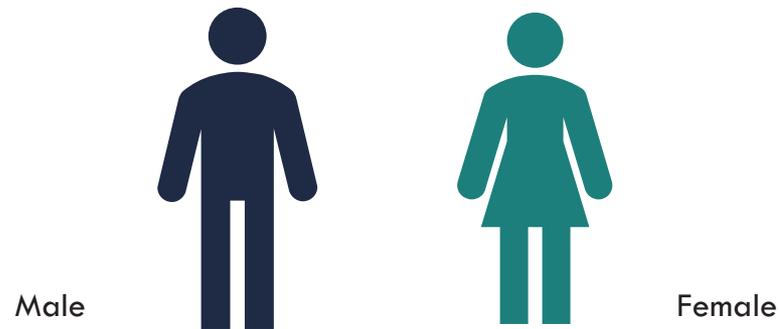
2020 - 2021

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 2020*.



*Our snapshot of data incorporates a significant impact of furlough with our full pay relevant employees reduced as a result. This may have consequences when comparing this years data to next years analysis.

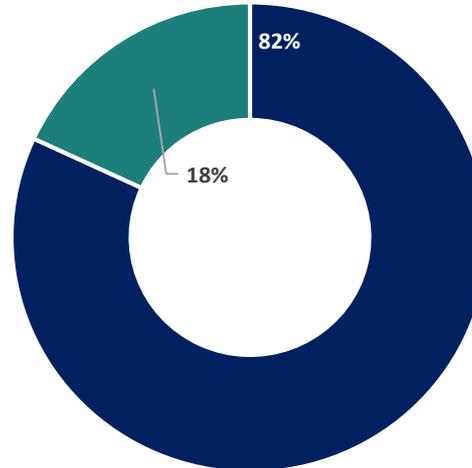
SUMMARY DATA



This summary is based on data for over 400 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 2020

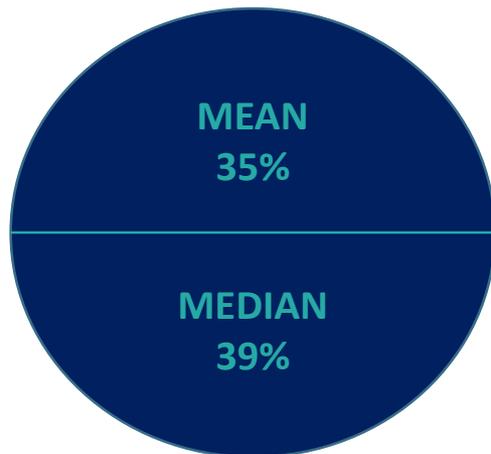


■ Male ■ Female

GENDER PAY GAP



As of April 2020, the mean gap was 35% and the median gap was 39%. This means on average men earn £6.34 more than women per hour when looking at our workforce as a whole, this 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 introducing apprenticeships in 2021 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.

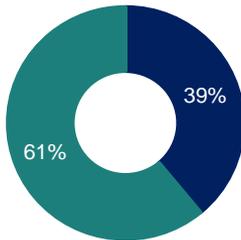
GENDER PAY GAP



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. 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.

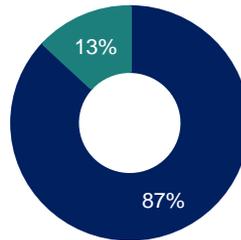
When recruiting across all areas of the business we are actively looking to address the representation of females, this is more challenging within our Technician population as this role typically doesn't tend to attract female workers. We are actively looking to address this through our apprenticeship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

Lower Quartile



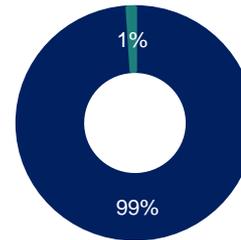
■ Male ■ Female

Lower Middle Quartile



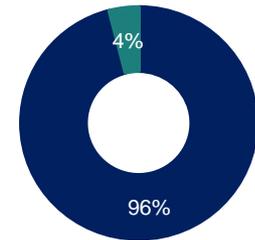
■ Male ■ Female

Upper Middle Quartile



■ Male ■ Female

Upper Quartile



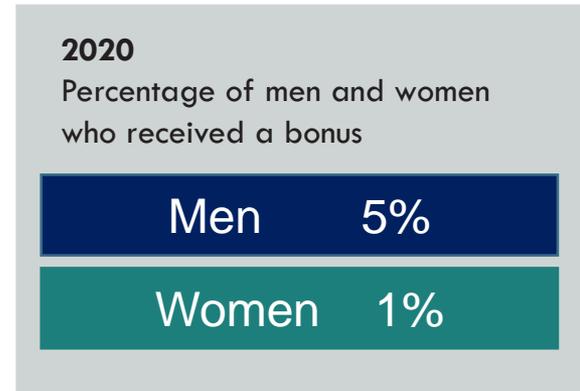
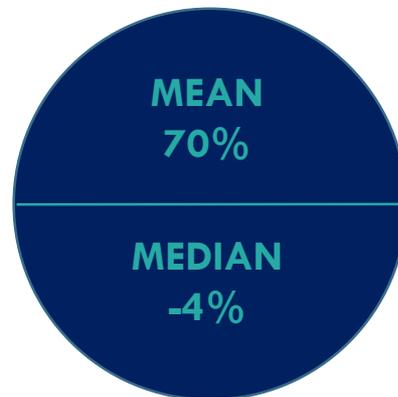
■ Male ■ Female

BONUS DATA



There is a significant gap in the mean bonus gap, with men on average earning higher bonuses than females. The median however indicates that the average bonus paid to female was marginally greater.

This is a result of the types of bouses that we have paid. Most of the payments in this data come from our customer funded bonus scheme operated in one sector of our vehicle maintenance network. This is a performance related bonus payment available to our front-line VMU employees. Most of these employees are male and there have only been a few bonus payments made to females by virtue of the demographics of our workforce. Outside of the customer funded bonus scheme there have just been a handful of other bonus payments. These are payments to mid-level and senior level managers. There are more females than males in this bonus group, and the bonus payments are more than the customer funded bonus payments. The highest bonus payments in this small group have also been paid to females.



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. We do however know that we still have work to do if we are to reduce female representation in our lower pay quartile to reduce our pay gap 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 also see rewarding female colleagues in mid-level and senior management level with bonus pay for good performance as a positive.

With such a small group receiving more significant bonus payments, the gap has however been inflated as a result. This something that we will consider as we look at bonus payments for mid and senior level managers this year.

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

Andrea Roughley

Head of People