



We're committed to making BGL an inclusive place to work.

D&I continues to be a key focus of our agenda here at BGL. Our hard work over the last year has generated a positive improvement in the gender pay gap year on year, however we have more work to do. We have focussed our efforts on balanced hiring and internal promotions in our senior colleagues, and along with further balancing across the pay quartiles, we have been able to actively reduce our gap. With structural changes in the business, this is our last year reporting as BGL Group, with revised divisional reporting effective from April 2022.

Mark Bailie,
Chief Executive Officer

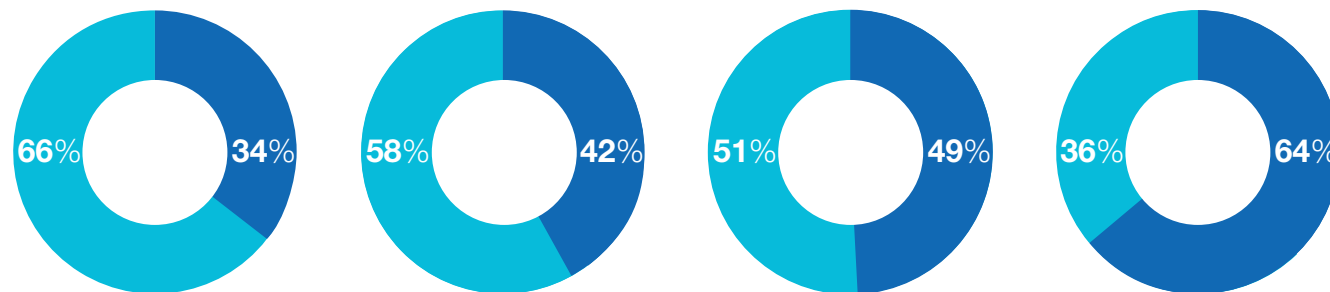
Pay hourly rate

Difference between men and women

	BGL 2021	BGL 2020	BGL 2019
MEDIAN	30.3%	32.4%	28.9%
MEAN	26.8%	28.2%	27.9%

Pay quartiles

Proportion of men and women according to quartile pay bands



Lower quartile

Lower middle quartile

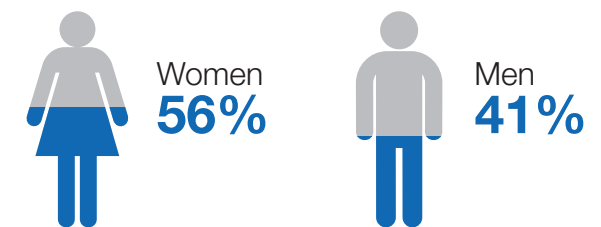
Upper middle quartile

Upper quartile

• Female • Male

BGL bonus pay

Proportion of men and women receiving bonus



MEDIAN **30.0%**

MEAN **51.5%**