



Gender
PAY GAP

REPORTING TO APRIL 2022

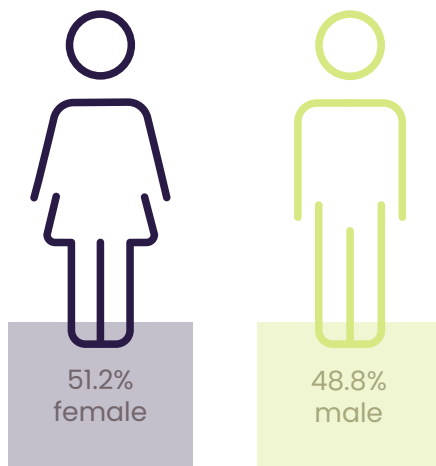
What is gender pay gap reporting?

Gender pay gap legislation requires employers in the United Kingdom with 250 employees or more to calculate and publish gender pay gap data every year.

The information we publish includes:

- Mean and median gender pay gap (based on an hourly rate of pay at 5 April 2022)
- Mean and median bonus gender pay gap (considers bonus pay received in the 12 months leading up to 5 April 2022)
- Proportion of men and women receiving a bonus payment
- Proportion of men and women in each quartile pay band (looking at the proportion in four pay bands)

Current gender split in our team



The wage disparity between men and women is referred to as the gender pay gap. It does not track equal pay, which is the difference in pay between men and women for the same or equivalent jobs or work of equal value. Equal pay concerns are not the cause of our gender pay gap. At BM men and women doing the same job have identical pay and benefits"



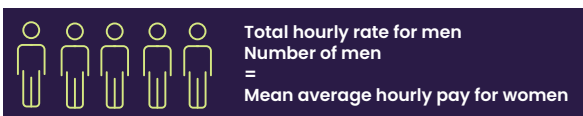
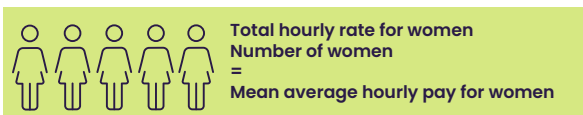
Gender Pay Gap *results*

Mean gender pay gap

The mean gender pay gap is the difference in the average hourly pay for women compared to men. This is calculated by adding up all the hourly rates separately for male and female employees and dividing by the total number of results in each list.

When everyone's earnings are lined up from smallest to largest, the median is the number that lies in the middle of the range. The median salary gap is the difference between the employee in the middle of a male wage range and the middle of a female wage range (middle).

Reporting on a total of 635 employees, the active headcount in April 2022 increased by 37% compared to April 2021. This was due to the continued growth of the business back to pre-pandemic levels.

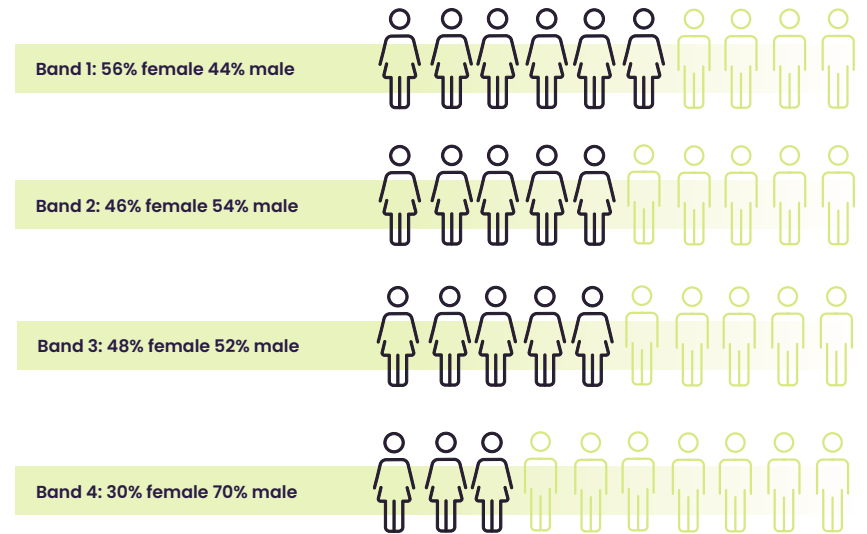


Median gender pay gap

If you lined up all the female and male employees within the business, the median is the difference between the hourly pay rate for the middle woman compared to the middle man.



BM's gender distribution at when employees are placed into four equally sized quartiles based on pay



Mean gender bonus pay gap

The mean bonus for men is 32.9% higher than the mean bonus for women. This is an 8% increase on the 2021 data.

Median gender bonus pay gap

The median bonus for men is 11.3% higher than the median bonus for women. This mirrors 2021 results.

We recognise that a lower percentage of women in senior leadership and director roles contributes to our bonus pay discrepancy. We're committed to identifying and understanding barriers to attraction and advancement of women into these senior roles.

Since the data snapshot, our sales, marketing and recruitment team are led entirely by females, including two at director level.

Our goals

- Maintain and drive our Inclusive culture.
- Improve the diversity of our workforce.
- Work towards closing our wage gap.
- Provide opportunities for women to advance at all levels of their professions.

Effective championing and representation is key to these goals.



Current actions

and achievements:

We have launched a company wide engagement survey and will use the results to understand what people like about working for us, and what would make things even better.

We are proud of the fact that our senior leadership team (12 people at Board and Head of Department level) is now 42% female, ahead of the target of 40% set by the WSH ESH Action Group on Diversity.

Encouraged entries from women in various awards programmes – resulting in female winners of our annual Barista Championship and Operations Manager of the Year in a national Industry award.

We are active members of WiHTL, a leading body on driving diversity in our sector.

BM are actively involved in the WSH ESG committee with a strong focus on Diversity.

Our full policy suite is reviewed every year to ensure all are fit for the current purpose, in line with the relevant legislation and guidance, and pose no disadvantage to any demographic.

Our future commitments

We will examine our data to better understand it and the priorities for remedial action.

Working with an external agency we will audit our recruitment practices to identify areas for improvement and minimise bias ensuring we continue to attract and develop women into senior roles within our business.

We will utilise a range of job boards aimed at diverse groups to advertise all of our vacancies.

In 2023 we will review our company benefits, with a focus on family friendly benefits and associated policies to drive Inclusivity.

Support the WSH ESG commitment to reduce the Gender Pay gap to 10% by 2027.

Relaunch our mentoring programme to include reverse mentoring thus supporting female colleagues into leadership roles.

We commit to paying all directly employed members of staff, not tied to client contracts, the real Living Wage by 2026 enabling us to achieve the Living Wage Foundation's Recognised Service Provider accreditation.

Equality, diversity & inclusion

BM knows that it is only as strong as its team – the #bmFamily. We are fully aware of the benefits that a diverse workforce has on a company's performance.

In 2020 Bartlett Mitchell (BM) set up a dedicated Equality, Diversity and Inclusion (ED&I) team to ensure that Equality, Diversity and Inclusion would ensure fair treatment and opportunity for all team members. The team wanted to ensure that no one would face prejudice or discrimination on the basis of an individual or group of individual's protected characteristics.

Focus areas

In year one we focused on the areas of education & awareness, to embed a culture of inclusiveness. We launched an activity calendar to facilitate a planned approach to internal communications and events designed to drive a culture of Inclusivity and belonging in our business.

Our ED&I strategy is driven by a commitment for equity for our people

Whilst we are encouraged that BM's Gender Pay Gap and Gender Bonus Gap compare favourably with organisations in our industry sector, they have both increased in 2022. We have work to do to close both these gaps and are committed to taking action.

Our gender pay gap is driven by the gender splits in our lowest quartile, which is 56% female; and our upper quartile which is 69% male. A key action is to understand and remove the barriers that may be preventing the attraction and advancement of women into senior roles within BM.

We will improve our Gender Pay Gap through continued positive action when recruiting and developing people. We are pleased that our leadership development programme has successfully attracted women; 76% of those studying for levy-funded developmental courses are female.

We recognise that each person has different circumstances. Our role is to allocate the right resource so that everyone has an equal opportunity. Our goal is for everyone to be developed, feel included, listened to and be themselves at work.

Declaration

I confirm that the information in this statement is accurate.



Angus Brydon
Joint Managing Directors



Antony Prentice