

PUNCH

Gender Pay Report

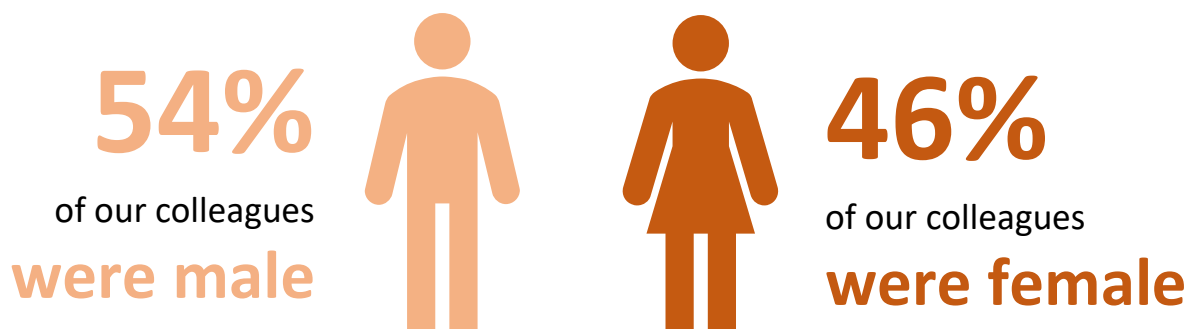
April 2018

Introducing our April 2018 Data

Here at Punch... we are committed to attracting and retaining talented and dedicated individuals, ensuring that they are remunerated and rewarded appropriately and consistently for the contribution they bring to the business.

In this report we have set out our gender pay gap and bonus pay gap data along with the number of male and female colleagues in each quartile of our pay ranges. We also explain what we think the reasons for the differences are.

At the time of the April 2018 Snapshot, we had **250 colleagues...**



Hourly rates of pay

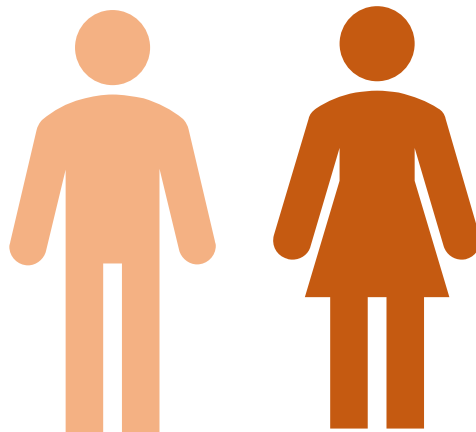
Below is our mean and median gender pay gap information with regards to hourly rates of pay. As reported last year, we are aware of the factors that have contributed to the calculations below, which reflect our industry as a whole.

Our **mean** gender pay gap was **37.6%**

(compared to **42.9%** in April 2017)

Our **median** gender pay gap was **47%**

(compared to **53.1%** in April 2017)



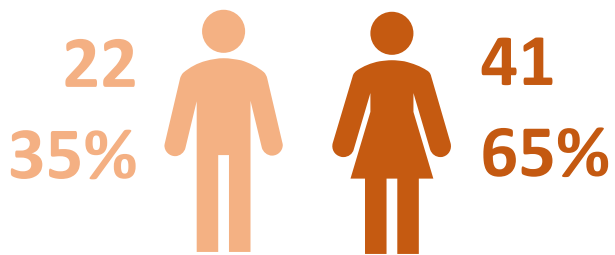
Whilst our Executive Board and Senior Management team has female representation, it is predominately male. We have since hired a further two females in senior positions within our business and look forward to continuing to introduce female colleagues into senior positions at Punch, through tailored recruitment campaigns and internal development programmes.

Also as in 2017, a sizeable majority of our field based teams are male with the greater majority of our female staff employed at our Support Centre.

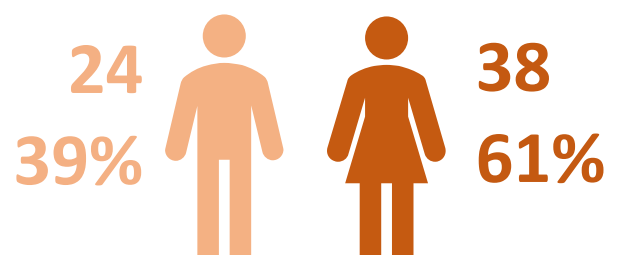
In June 2018 a thorough pay benchmarking review was undertaken for all roles across our business and we are confident that we do not have any pay disparity on the grounds of gender.

Pay bands

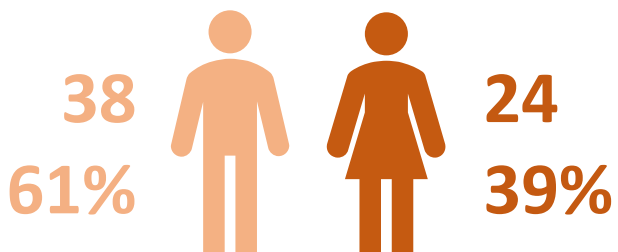
Lower Quartile



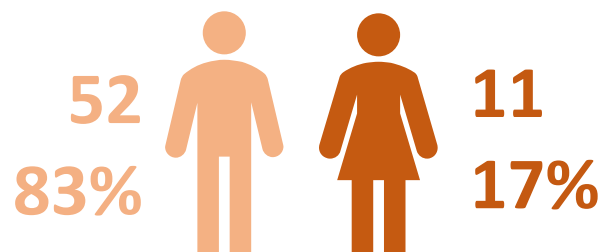
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile

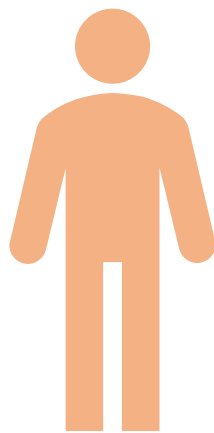


Bonus

Here are the number of men and women who were eligible for our Company performance related bonus in the rolling year prior to the snapshot. This is shown as a percentage of the total headcount.

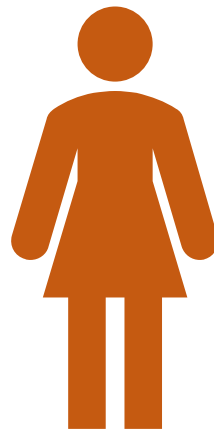
31% receiving bonus

42
out of
136
colleagues



28% receiving bonus

32
out of
114
colleagues



Here at Punch we operate a Company performance related bonus scheme. During 2017/2018, the Company did not hit the required performance level to release the bonus pot to our colleagues. This explains the low-level values of our figures reported this year.

Within this information we are also required to report on incentives through pay during this time (which in our case would have been recognition payments linked to our BEST Award scheme).

The difference in **mean bonus pay is 2.55%** and in **median bonus pay is 0%** as not enough of our people were in receipt of a 'Bonus' to obtain a median value for both male and female colleagues.

Our commitments as business:

- A continuation of our yearly pay benchmarking exercise across all roles at all levels of the business.
- A continued focus on our recruitment processes, to ensure our more senior roles are just as attractive to a female audience.
- To continue to review our overall employee offer and remuneration package, ensuring that it supports our employees in achieving both their personal and professional aspirations.

I confirm that the information included in this report is accurate and complete to the best of my knowledge.



Jackie Burn

HR and Business Support Director