

Gender Pay Gap Results 2022

We believe in equality and inclusion across our business and remain focussed on finding the right people for the right roles and rewarding individuals based on merit.

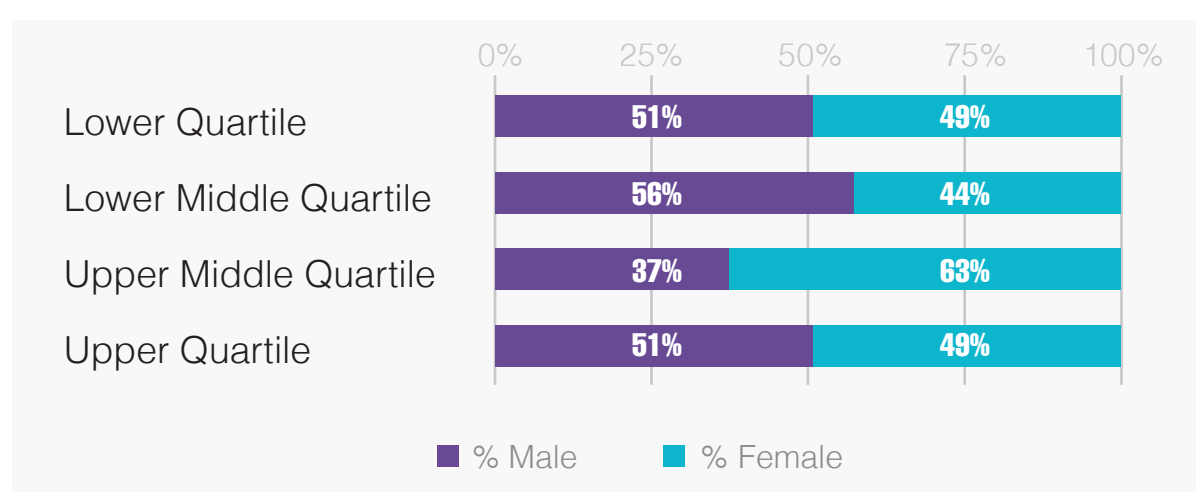
This year, again, we don't need to report our gender pay gap (as our headcount fell below the legal requirement to do so) but we decided to still share and publish the results anyway, because we feel it's important to be transparent about the distribution of pay at Fuel Card Services.

Just to be clear ... the gender pay gap is not the same as equal pay (which is all about paying people in the same role, the same amount of money). Instead, the gender pay gap shows the difference in **ordinary hourly pay** (ie, salary, bonus, commission, car allowance, allowances, payment in lieu of pension and, in some instances, statutory pay) and **bonus pay** (including commission) and looks at the mean (or average) and median (or mid-point) of both.

There will always be a gap, either in favour of men (shown as a positive number) or women (shown as a negative number), but our aim is to try and close the gap as much as possible.

Our Results

A summary of our results for 2022 are shown below:



Difference between men and women	Mean (Average)	Median (Middle)
Ordinary hourly pay	-10.66	-4.75
Bonus pay	-19.22	-5.48

91% of women received a bonus or commission compared to 81% of men

What does it all mean?

From the above analysis it can be seen that the majority of quartiles are evenly split with the only exception being the upper middle quartile being mostly female. Similarly, the mean and median pay is in favour of female employees.

In recent years we have increased the level of women in senior management team roles with this impacting on the overall split of average pay. We are pleased that the median pay continues to be more aligned between male and female.

Whilst we continue to work on creating greater parity within the business, the variance in average pay of -10.66% is also below the national average of 14.9%.

It's great to see the continued high percentage of men and women receiving bonus or commission payments in 2022 and we know that more women than men received bonus pay and that women's average bonus pay was higher than men's because:

- More women than men work in admin (non-sales) and typically stay in role longer and receive bonus based on company and not individual performance.
- More men occupy sales roles where bonuses are paid on individual performance and are typically higher where service is longer.

What have we done and what are we going to do?

- We recognise that companies with gender-diverse senior management teams perform better and we're delighted to have welcomed Lee Atkinson (Sales Director) and Dan Martinez (Financial Controller) to our Senior Leadership Team.
- In September 2021 we rolled out our four tier bandings for our salesforce, recognising and rewarding great performance based on sales achievements and driving up basic salaries to support our colleagues.
- We continue to adopt a more flexible approach to work, with 26% of our workforce working at least one day a week from home and we believe this makes us an attractive employer and will support our quest to maintain gender parity throughout the business.
- We will continue to embrace inclusion by recognising and celebrating key dates that promote diversity and raise awareness.
- Off the back of our great engagement scores, we want to continue to learn more about how we can make our business even better and the launch of our wellbeing forums in 2022 and roll out of our core values in 2023 will help facilitate this.
- To make sure we're always getting the right people into role, regardless of gender, we'll be using cross-team interviewing, strengths-based questions and creating a real focus on our core values to influence our recruitment and development decisions.