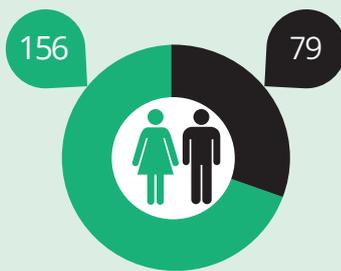


At Peter Alan, we pride ourselves on our people who are our greatest asset and we champion the opportunities open to all our people throughout their career. Our business fosters an environment of opportunity and we firmly believe in promotion from within and appointing the right person for the role, based solely on ability.

Impact of COVID-19 on Reporting

Although to a lesser extent than our last report, our Gender Pay Gap figures for 2021 continue to be impacted by the furlough arrangements which came into effect in March 2020. It should be noted that comparisons to previous years will therefore be distorted and the 2020 report will not be directly comparable to this report, or any future reports.

Our People

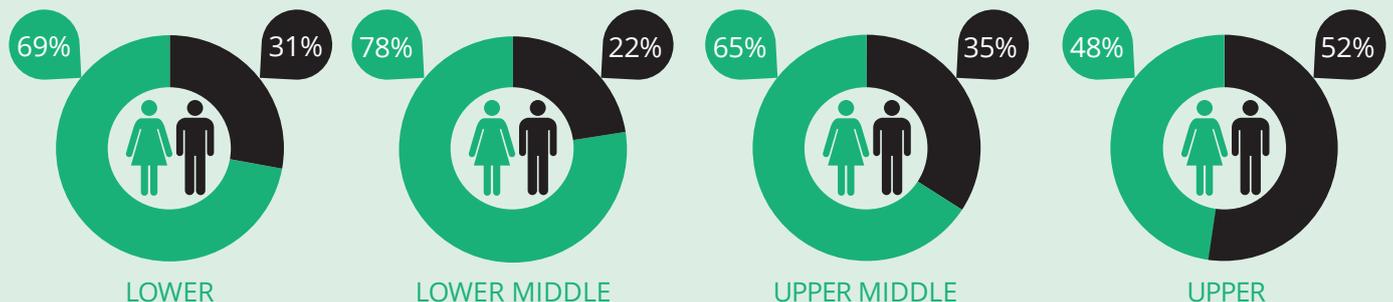


Gender Pay & Bonus Gap

	Mean	Median
Hourly pay	20%	17%
Bonus	39%	41%

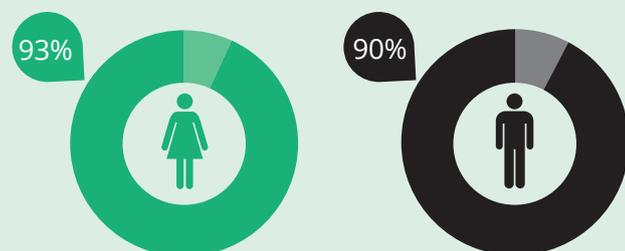
The hourly gender pay gap is the difference between the average hourly pay rate for males and females for the month of April 2021 expressed as a % of the male average. The bonus pay gap is the difference between the average of all bonuses, including commissions, paid to male and female employees in the 12 months up to and including April 2021 expressed as a % of the male average. "Average" is calculated in two ways, mean and median. The mean is the total male or female pay divided by the total number of males or females. The median is the pay received by the middle male or female when all hourly rates or bonuses are ranked in order.

Pay Quartiles



Whilst the business is predominantly female, our figures show the average hourly pay for male employees is more than female employees. This is due to a greater representation of females in the lower quartiles. Whilst there is a relatively even split of men and women in the highest pay quartile, a small number of the most senior roles are male which drives the overall pay gap. The gender pay gap demonstrates the overall difference in average earnings (mean and median) between men and women. This is not the same as equal pay, which is the difference between men and women carrying out the same role, similar roles or roles of equal value. Our policy is to pay men and women equally for doing equivalent jobs across our business.

Proportion of Males & Females Receiving a Bonus



There is no significant difference in the ability to earn a bonus when comparing males and females. However, the roles in the upper pay quartile attract a higher bonus value. As there is greater representation of males in these roles, this drives the overall bonus gap.

We also offer part time and flexible working opportunities across the company. These are more common in lower paid roles that would tend to carry a lower bonus opportunity, and these roles tend to attract a higher proportion of women.

Our View

Our approach has always been to ensure we have the right person in each role, irrespective of gender. We remain committed to a culture of meritocracy whereby career progression is based entirely on ability. We will continue to facilitate opportunities for all our people to progress and make sure that we regularly review fair practices and policies. We will continue to ensure we have a working environment where everyone has the same chance to be successful and where opportunities for development, promotion, recognition and rewards for excellence are irrespective of gender. We will continue to ensure that our approach to setting pay is fair, and that people performing similar roles, with similar experience, will be treated equally. Our people are our most valuable asset and we are committed to investing in them to achieve their full potential with no discrimination.

I confirm the data in this report to be accurate

D Plumtree, Peter Alan Chief Executive