

ALLIED MILLS - GENDER PAY GAP REPORT (2021)

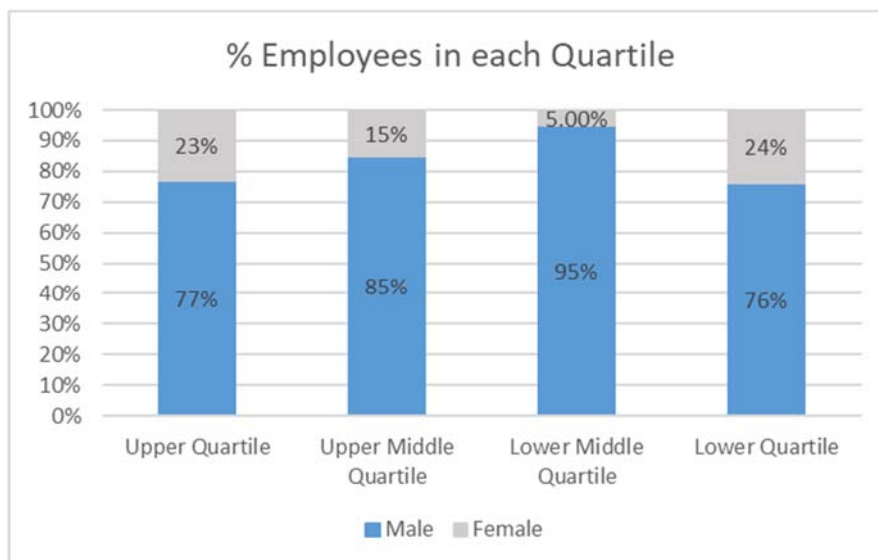
PAY GAP

MEAN	MEDIAN
-5.2%	-13.2%

In our Mills we have a proportionally higher number of men than women, with men representing 83% of the workforce compared to 17% females. As a result, our male employees are represented across all pay quartiles thus bringing down the overall average hourly pay rate for males. The under representation of women, predominantly in front-line operational roles (and the lower pay quartile) means that those occupying the upper pay quartile roles skew the average hourly rate of women, in favour of them.

PAY QUANTILES

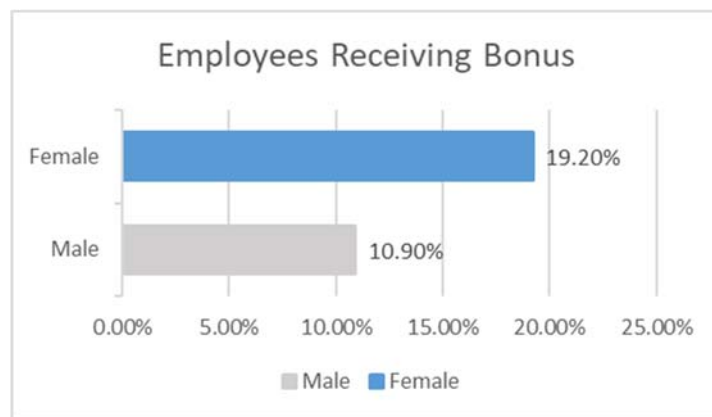
Our gap has increased in favour of women since last year because the amount of women in the lower pay quartile has reduced as a result of a centralisation exercise which saw many of our business support function roles (roles that last year occupied the Lower Quartile) relocated to the Group's Shared Service Centre.



BONUS GAP

For the purpose of this activity, 'bonus' includes reward and recognition, loyal service, management incentive payment and employee recognition payments. The main reason for the bonus gap is because of the majority senior positions attracting a management incentive bonus are held by men.

MEAN	MEDIAN
53.10%	33.20%



OUR COMMITMENTS

We are committed to building on the work we have put in place to tackle gender pay and bonus gaps and to remove any barriers to equality of opportunity for all and welcome flexible working where roles lend themselves to this type of working.

Our diversity and inclusion strategy has continued, with the last 12 months seeing the majority of our people managers having undergone Inclusion & Diversity (I&D) training. We intend to continue to focus on I&D agenda and creating a culture where talent and contribution are consistently and equally recognised.

Graeme Burnett
Finance Director