

OUR GENDER PAY GAP RESULTS

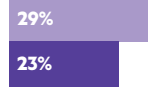
Our Gender Pay Gap report relates to the financial year up to April 2021. We have been very proud of our progress since 2017 on the gender pay gap, across the UK and globally. The UK mean gender pay gap continues to reduce, at 23% (down from 35% in 2017) but the global gap has increased since last year.

We are committed to continuing the great work underway to improve our senior female pipeline and further narrow the gap.

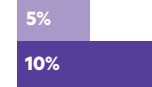
RECEIVED A BONUS **65%** OF MALES **67%** OF FEMALES

PAY GAP

MEAN (AVERAGE)



MEDIAN (MIDDLE)

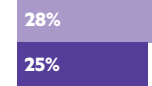


BONUS GAP

MEAN (AVERAGE)



MEDIAN (MIDDLE)

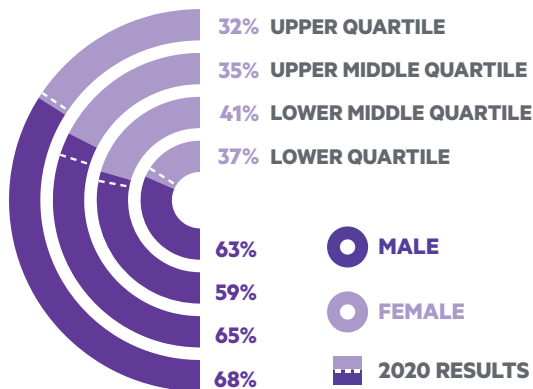


■ GLOBAL ■ UK

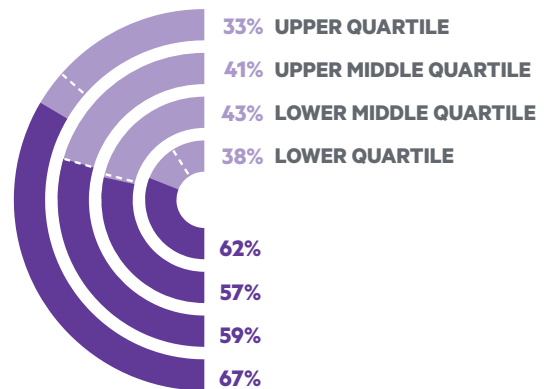
The quartile data shows that the male : female balance at all levels has not moved as much as we would like. As the business bounces back strongly from the Covid impacts, we will be hiring a Global Head of Diversity and Inclusion to build on the brilliant work

undertaken by our global and regional diversity councils. We will be improving our parental policies and formalising our approach to hybrid and flex.

UK QUARTILE EMPLOYEES



GLOBAL QUARTILE EMPLOYEES



OUR WORK SO FAR TO REDUCE THE GAP



CONTINUED FOCUS ON D&I TRAINING AND EDUCATION



INVESTED IN WOMEN'S DEVELOPMENT THROUGH SBJ MENTORING CHALLENGE, SPORTS BIZ CAMPS & GRAPEVINE

WHAT WE WILL DO THIS YEAR



HIRING HEAD OF DIVERSITY AND INCLUSION



IMPROVE PARENTAL POLICIES