MCARTHURGLEN GROUP



EMPOWERING OUR PEOPLE TO Achieve

Every day we create something Extraordinary. We work with the best brand partners and the best talent in amazing locations. Our designer outlet centres offer the finest retail experiences for our customers.

We are relentlessly dedicated to excellence and everyone plays their part in making McArthurGlen a great place to be.

As part of our culture, we are committed to being a fair, diverse and inclusive organisation which rewards high performance and creates opportunities to enable our people to reach their full potential. We recognise that our gender pay gap is higher than we want it to be and we continue to listen to our colleagues to create sustainable, long-term change which will benefit everyone.

As a result of colleague feedback, our efforts are focussed on choosing the right initiatives to work on, in the right order. We will align our organisation to these choices so that, over time, our employees are more representative of society and the communities in which we contribute. Above all, this will be delivered through team work, understanding and continuous learning.



Julia J. Calabrese, Chief Executive Officer

"Our company and our industry have more work to do to encourage a culture of development and progression for all. We need to continue to listen to our colleagues and have an open dialogue about gender and progression."

McArthurGlen-2019 Gender Pay Gap Report

WHAT IS THE Gender Pay Gap?

This is the 3rd year of reporting the UK gender pay gap.

The gender pay gap is a broader measure of the difference between the average hourly earnings of men and women, irrespective of roles or seniority.

Gender pay is not the same as equal pay. Equal pay relates to men and women being paid equally for equal/same work.

Understanding the gap: what's behind the numbers?

A lower proportion of customer facing roles are held by men.

There are a lower number of senior roles held by women.

Increasing Seniority

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OUR GENDER PAY GAP 2019/2020

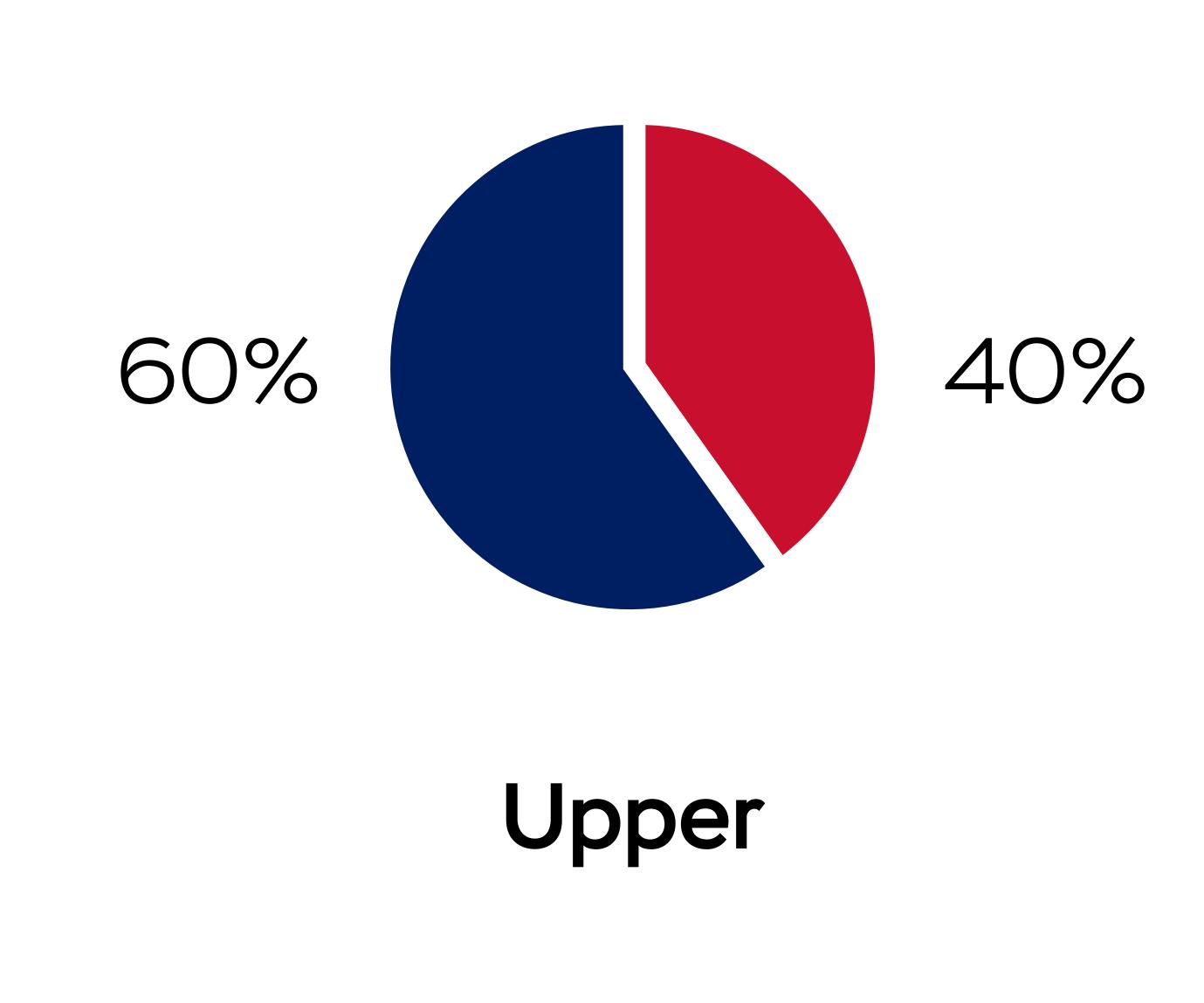
Mean Hourly Pay Gap:

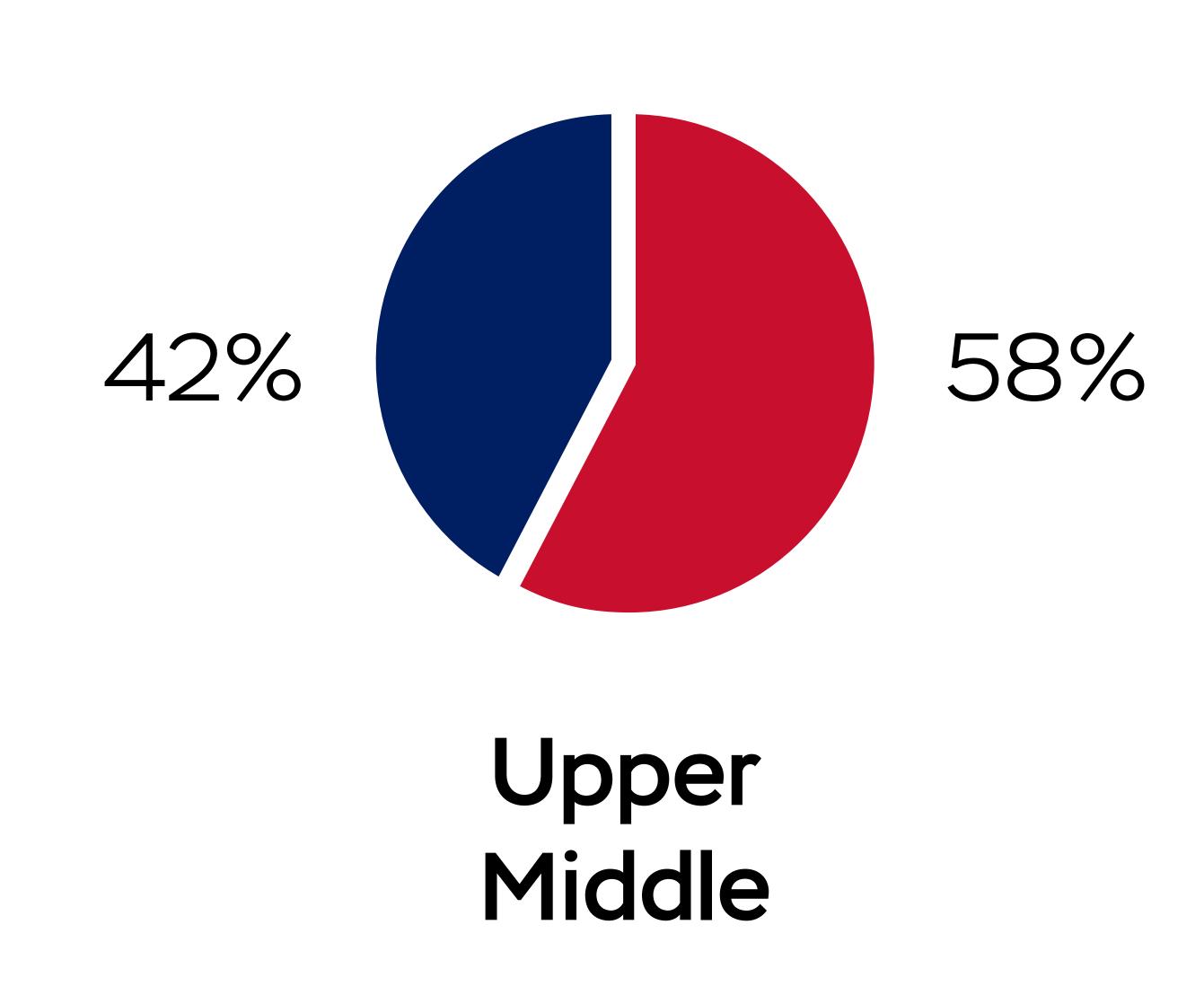
Mean Bonus Pay Gap:

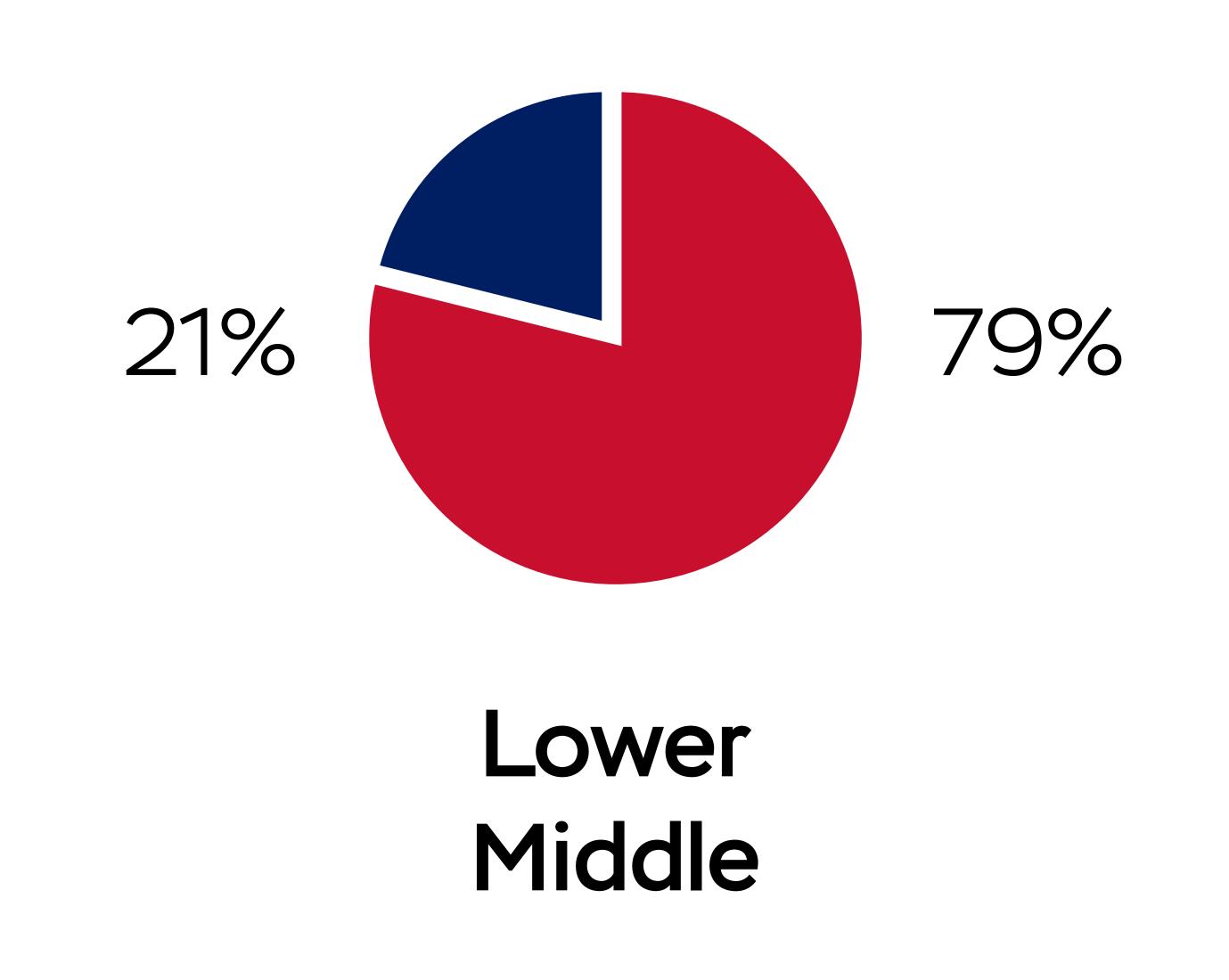
Proportion of Women and Men Receiving a Bonus:

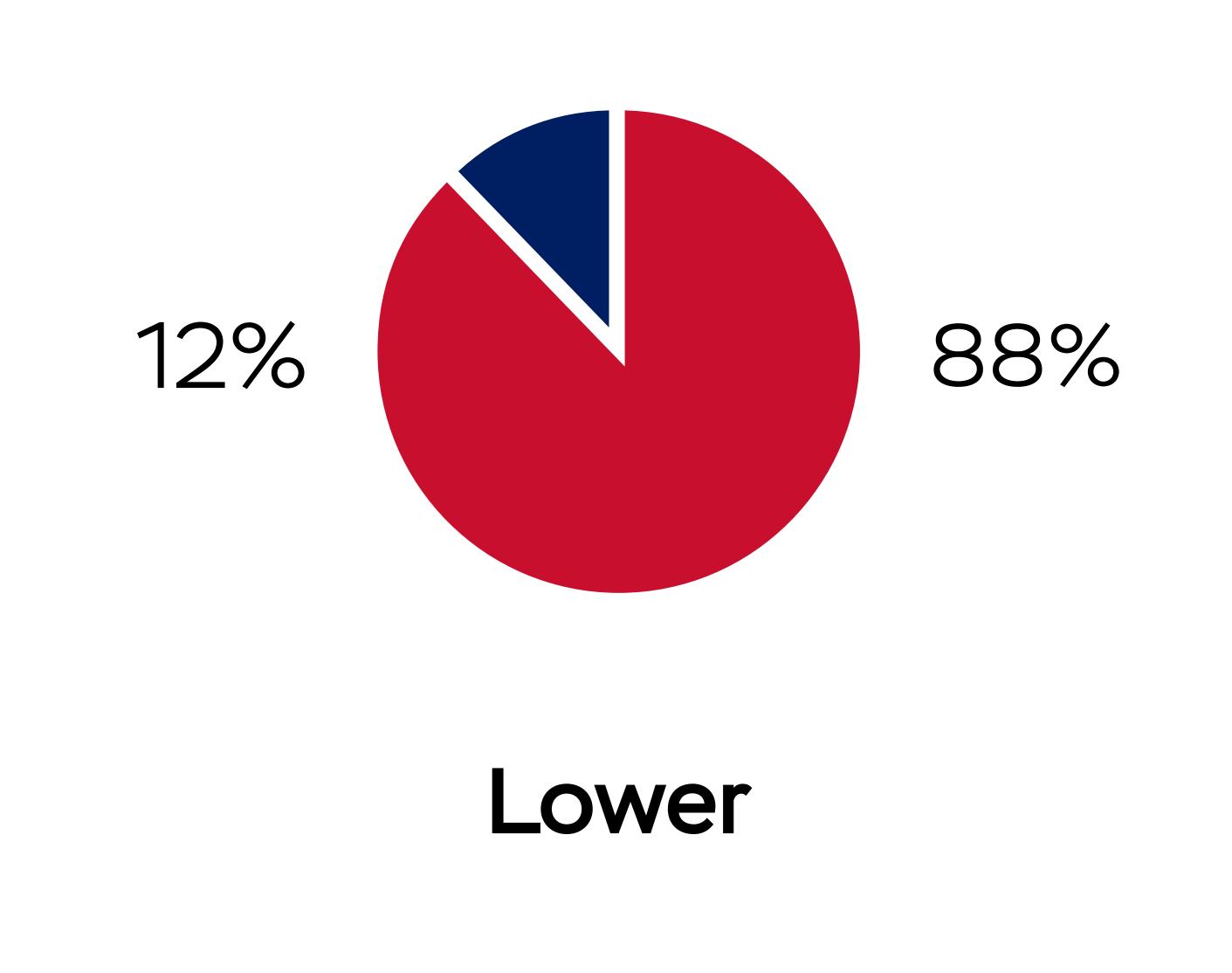
51.3% (43.6% Median Gap) 74.9% (59.9% Median Gap) 63.7% () 79.8%

Proportion of Women and Men at Each Hourly Pay Quartile:









Key:

Women



At McArthurGlen

We are building a diverse, inclusive and open organisation that has our people at its heart and reflects our presence in the communities that we work within.

Regardless of gender we are committed to ensuring all employees enjoy equal opportunities for progression, with fair pay and benefits.

Through significant investment in technology, we are better able to track our progress and develop insights.

We believe that by creating a culture that is rewarding and fulfilling for every employee, it helps us deliver the very best experiences for our customers, brand partners and the communities we work in.

What Inclusion & Diversity means at McArthurGlen

We believe that everyone at McArthurGlen has the potential to thrive and be the very best they can be – and we are proud to have many examples, across the business, where people have grown and developed their careers in a variety of roles and locations.

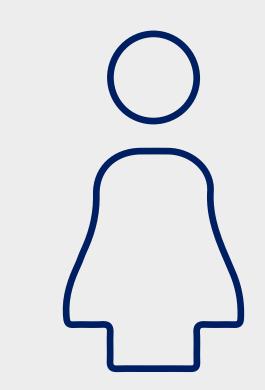
We recognise we can always do more to better reflect the communities we work within and that diversity in all areas – including diversity of ideas, background and career – is the cornerstone of our continued success.

McArthurGlen-2019 Gender Pay Gap Report

WHAT WE HAVE ACHIEVED OVER THE Last 12 Months

Our Employer Brand showcases everything that makes McArthurGlen an inspiring and unique place to work. It brings to life the values and culture that lie at the heart of our company and communicates the behaviours we expect of our employees, as well as what they can expect from us in return

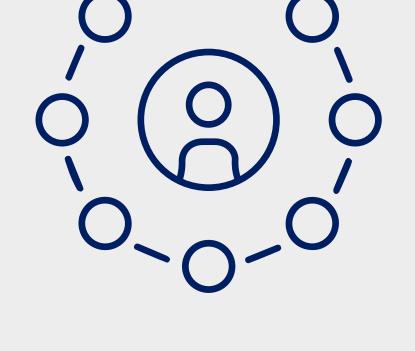
We listen carefully to what our people value, need and want. Our Employer Brand helps us tell the McArthurGlen story, enabling us to attract and retain the very best and most diverse mix of employees possible, so we can together deliver our mission to create the finest retail experiences

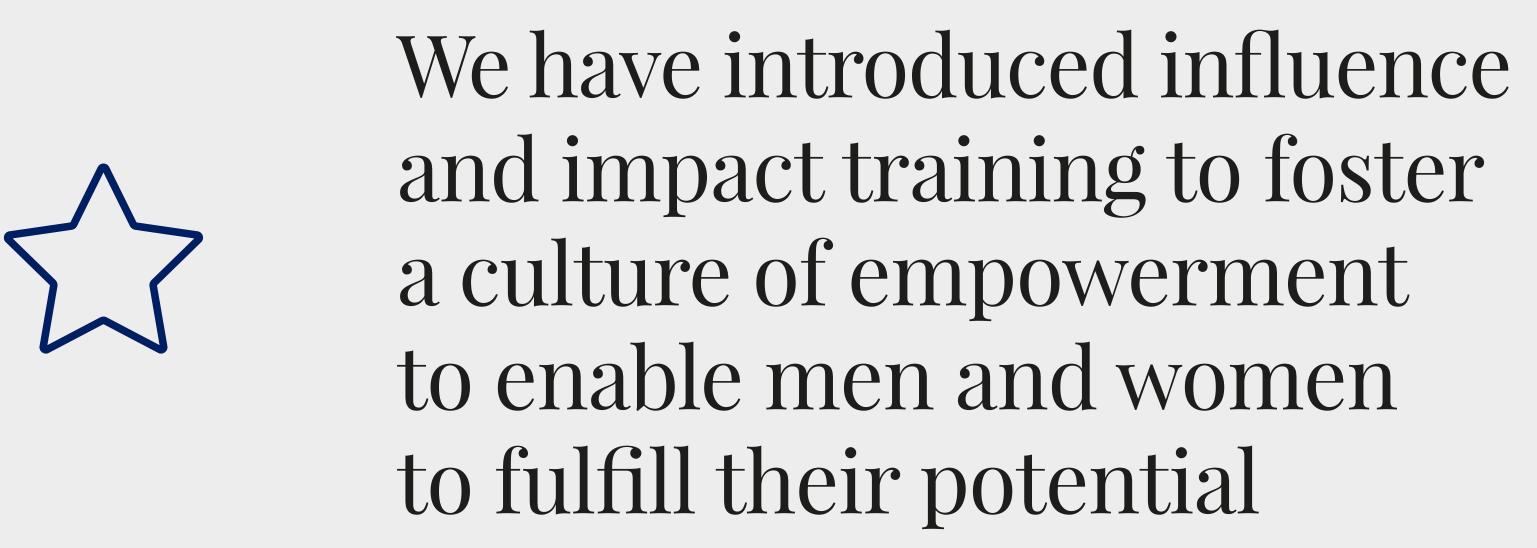


We have increased gender diversity on all senior hire shortlists and interview panels, which has resulted in 70% of all senior positions having a female candidate at final stage



When possible we support flexible working, underlining our commitment to being inclusive for all employees







We are trialling technology to eliminate gender bias in job descriptions and adverts

LOOKING TO THE Future

Recruitment



Expanding and promoting new and updated family-friendly, flexible and agile working policies, which truly create choice for our people

Ensuring all our recruitment partners are diversity focussed

Talent Retention



Including the provision of maternity mentoring to support women to successfully return to the workplace

Supporting line managers to embrace flexible and agile working options for our people

Development



Launching unconscious bias training for our Executive and talent teams to increase awareness and conversation around inclusion and diversity

Designing and delivering a leadership programme that embraces our differences, enabling our people to perform at their best every day and play an active role in generating an open and inclusive culture

Extending mentoring throughout the business to broaden awareness by exchanging ideas, sharing insight and learning from each other

Continuing to identify the development needs of our people with a greater emphasis on understanding the specific needs of our female employees through listening groups and network events

Career Planning

Working with our leaders to develop diverse succession plans, encouraging an inclusive approach to succession and challenging the possibility of unconscious bias in career discussions

McArthurGlen — 2019 Gender Pay Gap Report

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Katie Leclercq, Corporate Finance Controller

I joined McArthurGlen nine years ago as a Financial Accountant after completing my accountancy qualifications with an audit firm. After three years in the position, I seized the opportunity to step up into the Corporate Finance Manager role with the encouragement of my line manager. While developing in this role I started a family, and when I returned from maternity leave I progressed to become a Senior Corporate Finance manager on a flexible, part time basis. My manager was very supportive of this decision and I maintained a healthy work life balance, enabling me to pick up my son from day care on most days.

In late 2019 I was promoted to Financial Controller, Corporate. I was so proud to be appointed to a senior role and that my contribution to the company had been recognised, regardless of taking a career break to raise a family.

At McArthurGlen we have an incredibly diverse senior leadership team which has opened up exciting new opportunities for others within the company. Throughout my nine-year journey, my colleagues have been exceptionally supportive and I'm still finding fresh opportunities and challenges to develop my career - I believe a big reason for this is the fantastic people here at McArthurGlen.





James 'Jim' Taggart, Guest Experience Host, Ashford

After working for the Met Police for 28 years and thoroughly enjoying the interactions with people, I was introduced to McArthurGlen by Ashford's Marketing Manager in 2015 via the company's 'refer a friend' scheme.

After an initial three-year stint as Guest Service Advisor, I left the business due to personal circumstances, only to return a year later when I thought I could really contribute to the success of the centre's exciting new £90m expansion. When I returned it was like coming home to a family as I had people from our brand partners, the centre team and head office welcoming me back and sharing their wonderful words.

In my current role as Guest Experience Host you really need to be there for the customer and listen to them carefully in order to deliver the very best experience and an extraordinary day out – the more help you can give, the more enjoyment they will have.

At McArthurGlen I am empowered to use my experience in working and helping people to support and nurture my colleagues to be the best they can be. I believe this ethos trickles down throughout management and I have found my whole team incredibly supportive if ever I want to give something a go.

McArthurGlen — 2019 Gender Pay Gap Report



Our People

McArthurGlen's mission is to create the finest retail experiences and our vision focuses on our customers, our brand partners and the communities in which we operate. Our people hold the keys to creating those experiences.

We are building a culture which promotes inclusion, diversity and fairness, and also works flexibly to support the needs of all colleagues, wherever they are located.

We are working hard to increase the representation of women at senior levels within our company.

We are committed to providing opportunities for all of our people to be Extraordinary, regardless of gender.

While we are making solid progress, we recognise that we have more work to do.

I confirm the data in this report is accurate.

Julia J. Calabrese CEO, McArthurGlen

Our Values

Integrity | Innovation | Excellence | Commitment | Enjoyment

