

To demonstrate our commitment to Inclusion, Equity, and Diversity, and in compliance with UK legislation requiring companies with 250 or more employees to publish gender pay gap data, **McArthurGlen UK Limited's gender pay gap figures for April 2023 to April 2024 are shown below.**

Hourly Pay Gap	Mean (Average)	Median
Difference in average hourly pay between all male and all female employees.	32.2%	22.6%

Hourly Pay Quartiles	Proportion of Female colleagues in each pay quartile	Proportion of male colleagues in each pay quartile
Upper	44.2%	55.8%
Upper Middle	61.5%	38.5%
Lower Middle	67.5%	32.5%
Lower	79.3%	20.7%

12-month Bonus Gap	Mean (Average)	Median
Difference in average 12-month bonus pay between all male and all female colleagues.	54.1%	36.6%

Proportion of male colleagues receiving a bonus	Proportion of female colleagues receiving a bonus
84%	79.4%

Our 2024 UK Gender Pay Gap Report highlights **continued progress in narrowing the gap**, with a **3.4% reduction in the hourly pay gap compared to last year**. This improvement reflects our focused efforts in recruiting diverse talent, enhancing gender balance across bands and roles, and bringing more governance to our compensation decisions to ensure fairness and equity.

Since we began reporting in 2018, we have achieved a 20.7% decrease in the hourly pay gap. This positive trend demonstrates that **our focus on Inclusion, Equity, and Diversity (IE&D) is making a measurable difference**. We expect this momentum to continue as we maintain delivery of our IE&D agenda, focusing on:

1. Embedding our Affinity Groups (with two launched this year, Diversability and Gender Balance)
2. Gather more insights and data about our organisation in order to ensure our actions are focused on the right direction and setting targets to firm up our commitment.

Key initiatives—such as **ensuring gender-balanced candidate shortlists, expanding talent development, and supporting flexible working**—are key to building a workplace where all colleagues can thrive. These actions, along with **updated policies like Partner Leave for inclusivity and a new Fertility Policy**, and clear, frequent communication, are essential steps toward reducing our pay gap over time. Additionally, increasing the representation of men in guest experience roles will help us **better reflect the diverse communities in which we operate**.

It is important to note that the gender pay gap is not an equal pay issue; we fulfil our equal pay commitments by compensating men and women equally for the same or similar roles.

Retail and real estate in the UK face similar challenges, with more women in lower-band, often part-time roles (around 60-70%). Many women choose to 'step back' in their careers in their 30s or 40s, due to maternity leave or caring responsibilities, creating a leadership gap despite women being the majority in lower bands. The **imbalance is even more pronounced in real estate**, highlighting the need for significant progress in both industries.

We remain committed to closing this gap further in the coming years, working toward a truly inclusive workplace for everyone. Together, our efforts will ensure that McArthurGlen continues to make meaningful steps in gender equity, fostering an environment where every colleague has an equal opportunity to succeed.



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