



Peregrine
Retail Ltd.

GENDER PAY GAP REPORT FOR 2021

PART OF THE MOTOR FUEL GROUP

Gender Pay Gap

Gender Pay Gap analysis identifies the percentage difference between the average (mean or median) earnings and bonuses of men and women. The difference is expressed as a percentage of men's earnings.

Positive percentage figures identify that, overall, female employees have lower pay or bonuses than male employees. By contrast, a negative percentage figure indicates the opposite; namely that male employees have lower pay or bonuses than female employees.

Gender Pay Gap analysis differs from Equal Pay analysis in that it measures the difference in pay based on all men and women in a Company irrespective of what work they are undertaking, rather than focusing on the pay of those carrying out the same or similar jobs or work of equal value.

Measurements

Under the legislation, the Company is obliged to undertake the following calculations of employee's pay.

1. The mean gender pay gap:

This calculation identifies the difference between the mean (average) hourly rate of pay (including salary, allowances and other payments) of male and females who received their full pay during the April 2021 pay period.

2. The median gender pay gap:

This calculation identifies the difference between the median (middle) hourly rate of pay (including salary, allowances and other payments) of male and females who received their full pay during the April 2021 pay period.

3. The proportion of males and females receiving a bonus payment:

This calculation shows the percentage of males and females who were paid any bonus in April 2021 or the 12 months leading up to it.

4. The mean bonus pay gap:

This calculation identifies the difference between the mean (average) bonus pay of all males and females employed as at the 6th April 2021 who received a bonus as at 6th April 2021 and/or the preceding 12 months.

5. The median bonus pay gap:

This calculation identifies the difference between the mean (middle) bonus pay of all males and females employed as at the 6th April 2021 who received a bonus as at the 6th April 2021 and/or the preceding 12 months.

6. The proportion of males and females in each quartile pay band:

This calculation requires an employer to show the proportions of male and female full-pay relevant employees in four quartile pay bands, which is done by dividing the workforce into four equal parts.

Quartile Bandings

Quartile 1 = Lower Quartile

Quartile 2 = Middle Lower Quartile

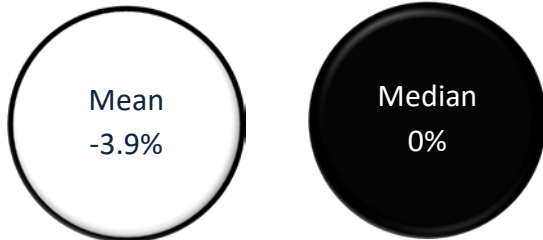
Quartile 3 = Upper Middle Quartile

Quartile 4 = Upper Quartile

Peregrine Retail Limited Pay Gap 2021 Statutory Report

Peregrine Retail Limited is a company which operates 15 directly managed motor fuel service stations throughout the South West of England and Wales in 2021. Unlike most of the sites owned by the Group, Peregrine Retail employs all the staff working at its sites. The workforce of 403 employees consists of sales assistants, assistant and site managers and a small number of 'above site' managerial staff.

Gender Pay Gap



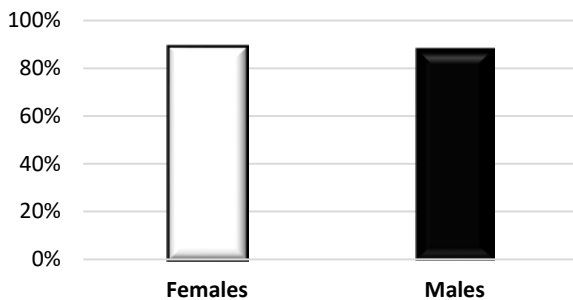
The mean negative figure, indicates a very small gender pay gap within Peregrine Retail Limited which is weighted towards women. It is consistent with the practice of paying the majority of staff either the National Living/Minimum Wage, or an hourly rate based on this.

The relatively small 'above site' team, which has a balanced mix of both men and women also helps contribute to these figures.

Given the link of wages to statutory pay rates, it is unsurprising that the median hourly rate of £8.72 for both men and women is also the rate for the National Living Wage.

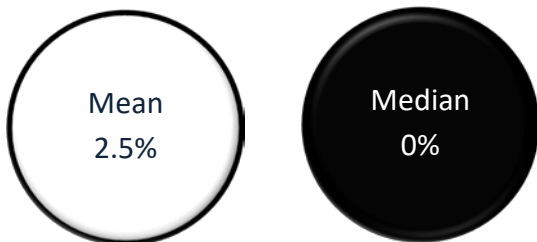
Gender Bonus Gap

Percentage of Females and Males Receiving a Bonus



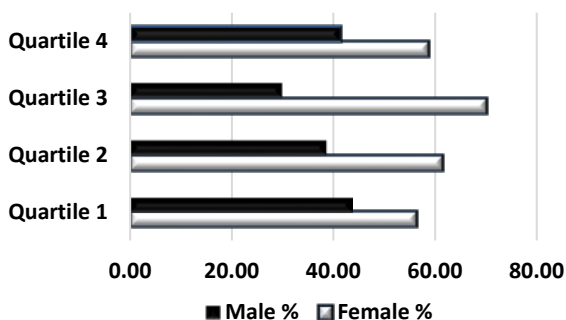
In 2021 the decision was made to pay all staff a one-off, flat payment in recognition of their commitment during the pandemic. This resulted in the percentage of employees receiving a bonus rising from 6% to just under 90%.

The decision also contributed to the reduction in the mean bonus from 20.4% to 2.5%. This was also helped by some one-off factors such as ad hoc and part bonuses which affected the 2020 bonuses and have not impacted the 2021 figures.



Quartiles

Percentage of Males and Females in Each Quartile



The quartile figures are consistent with the broader retail sector, which tends to attract a higher number of female employees than males.

This trend is reflected throughout the workforce with women occupying the majority of positions in each quartile.

The number of female employees peak in the 3rd quartile and conversely the number of males drops to its lowest level. Given the link of the National Minimum/Living Wage to age, it is clear that while the company tends to attract younger males, they see it as being a less attractive work option as they get older.

The 4th quartile indicates that there is some levelling up of the genders for more senior posts.

Conclusions

Mean and Median Pay Gap

As with 2020, the mean and median gender pay gaps for Peregrine Retail Limited remain extremely low. The median hourly figure is unchanged while the mean figure has changed slightly from 0.28% to -3.9%, indicating that in 2021, the average hourly pay for female employees was slightly higher than that for males.

The reason for this is in part due to the practice of paying all but senior site and above site staff a fixed hourly rate based on or linked to the National Minimum and National Living Wage. In addition, while women make up the majority of staff, higher paying senior site and 'above site' roles the make up of senior management is more balanced between the genders.

Females make up 61.5% of the Peregrine Retail Limited staff in 2021 which is consistent with broader national trends within the UK retail industry. However, the practice of promoting staff from within and recruiting a balance of staff to the above site team means that the senior positions within the business are balanced in the favour of women. As a consequence, The Gender Pay Gap remains lower than industry standards (BRC 2019).

Mean and Median Bonus Pay Gap

In 2020, the mean bonus gender pay gap was 20.4%. This was due to the impact of a small number of one-off bonuses being paid and managers who had started part way through the year receiving fewer quarterly bonus payments. These factors had a significant impact on the figures because of the relatively small size of the population eligible for bonus payments.

These factors were no longer relevant in 2021 and this, combined with the decision to pay all site staff a flat, covid bonus for their efforts during the year, led to the mean bonus figure falling to 2.5%. The median figure, which had been negative in 2020, also improved and was recorded as zero in 2021, largely as a result of the flat bonus payments to staff.

The number of employees of both genders receiving a bonus also increased significantly due to the one off covid bonus.

Quartiles

The quartiles have remained relatively unchanged in 2021, with the females forming the majority of staff in each one and dominating the 2nd and third quartiles. The dominance of females in these quartiles and the link of pay to statutory rates indicates that the Company has a problem with attracting and retaining males above the age of 23 to lower paid site roles.

Recommendations

Peregrine Retail Limited should consider how they can attract more males as site staff.