

Gender Pay Gap Reporting Results

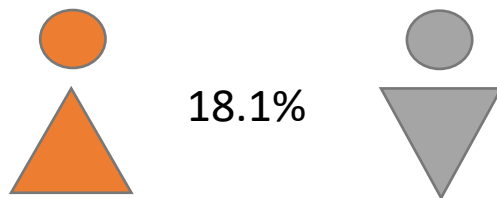
Background Information

The Snapshot date is 5 April 2021.

Median Gender Pay Gap

This represents the middle pay point of a group. The median pay gap is the difference between the medial point rate of pay for men and women.

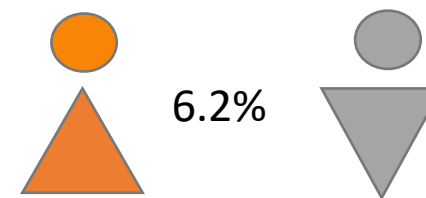
The Median Gender Pay Gap for Mosaic Fulfilment Services is 18.1%





Mean Gender Pay Gap

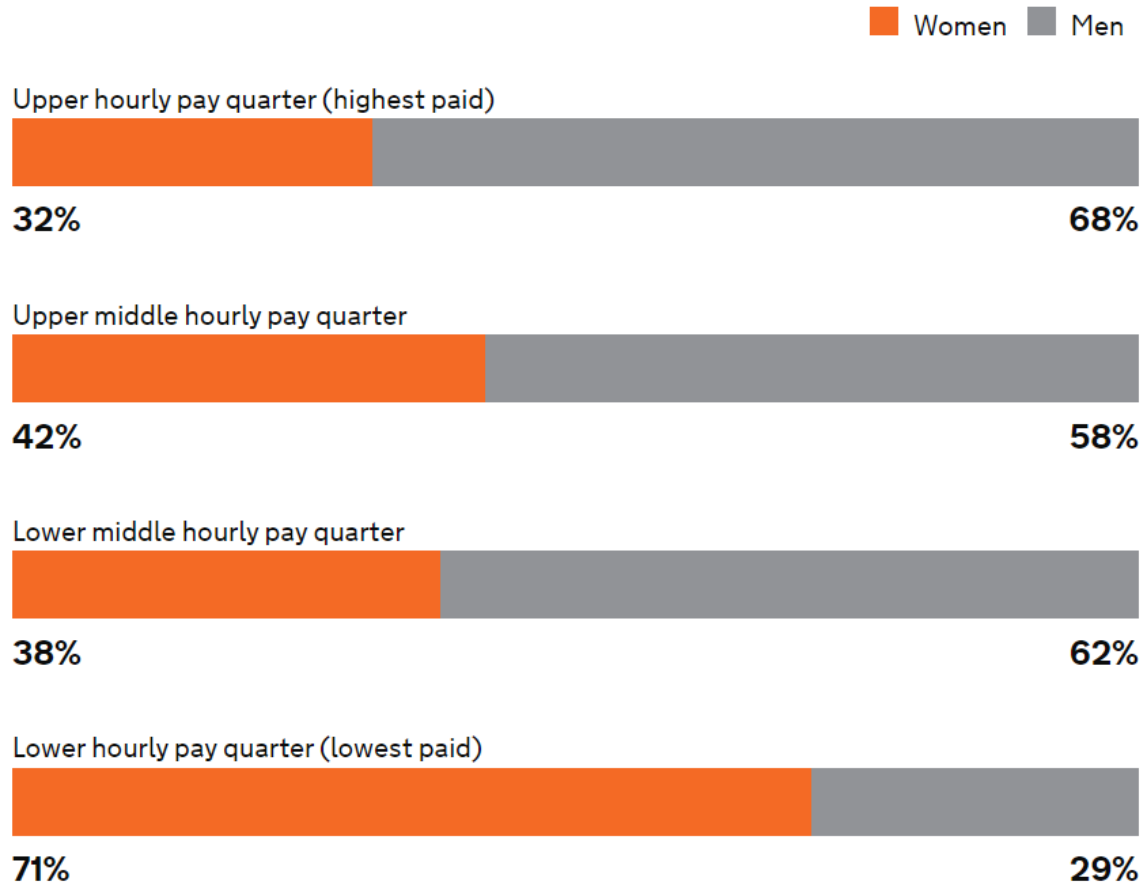
Represents the average rate of pay. The Mean pay gap is the difference in the average hourly pay for a woman compared to that of a man.

The Mean Gender Pay Gap for Mosaic Fulfilment Services is 6.2%



 Women  Men

Gender Pay Gap Reporting Results



Quartiles represent the pay rates from the lowest to the highest for our employees split into four equal sized groups. The percentage of Women and Men in each of the four groups identified and shown.

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This data has been calculated in accordance with UK Government guidelines on Gender Pay Gap reporting. We are confident that men and women are paid equally for doing equivalent jobs across our business.

Our report shows a variance in the mean hourly rate for men and women, whilst we have fixed pay scales in place for our roles, the gap is likely to be driven by the different rates of pay relating to shift patterns.

The other variances in our report are driven by a concentration of male employees in senior and board level roles. Mosaic operates an equal opportunity recruitment policy and candidates are appointed who are the best qualified to fulfil the job opportunity in question.

A handwritten signature in black ink, appearing to read 'A Griggs', with a date '2021' written below it.

Adam Griggs LLB FCA
Chief Financial Officer