

Gender Pay Gap Report

4 April 2023

Report from the HR Director

Pay Equity

Under UK legislation, the Gender Pay Gap is a measure of the difference between the average pay of men and women across an organisation, regardless of the type of work they do. It should not be confused with an equal pay comparison, which involves direct comparison of people who are performing the same role or different work of equal or comparable value.

Since 2021, we have been focussed on developing our compensation policies and practices, including investment in adoption of specialist compensation tools and technology. A key area of progress has been to develop a robust standard for undertaking proactive annual Pay Equity Audits, which enables us to remain on top of our fundamental commitment to ensuring fair compensation across our global workforce.

Closing the Gender Pay Gap

We do not stop at Pay Equity. At Tribal, like most UK companies, we know our gender pay gap is primarily because there are fewer females in higher paid roles. Addressing this imbalance is a long term commitment, but one that is good for society and good for business.

Our agenda regarding female representation and progression dovetails with our Environmental, Social and Governance (ESG) strategy, which has Diversity & Inclusion as a key pillar. The Board's commitment to ESG good practices only increases the focus and commitment to sustainable improvement in this area.

I am proud that we have continued to take progressive actions which underpin our desire to increase female representation. As part of the so-called "Get Informed" phase of our D&I work, we established, and have sustained, detailed and regular reporting on a range of input and output metrics looking at attraction, progression and retention across minority groups. I firmly believe data is central to informing strategy, tracking progress and maintaining accountability and that is why I wanted to get this foundation in place. Our data now allows us to see that we have been sustaining a net positive increase in the hiring rate of females, which also reflects one of the earlier priorities; ensuring our talent pipelines are increasingly diverse. The data shows whilst sustaining these improvements our emerging priority is progression and retention.

We are looking at how we address this in both tangible and non-tangible ways. Here are just two specific examples to demonstrate how our commitment manifest in action.

Significant improvement in maternity benefits introduced, to assist with attraction and retention of female talent.

- In 2023, Tribal's maternity leave entitlements will significantly increase up to 26 weeks (amongst the upper-quartile of maternity benefits in UK), as part of a review of overall parental benefits in the UK.

Cultural evaluation to reflect on organisational barriers to female progression or retention

- Through a collaboration with Business in the Community, we commissioned an independent employee survey focussing on inclusion and belonging and are using the insights to develop Board sponsored actions and commitments. This has included a deep-dive into the experiences and perceptions of women in the organisation.

Statutory Declaration

We confirm that the data and information presented in this report are accurate and meet the requirements of the UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

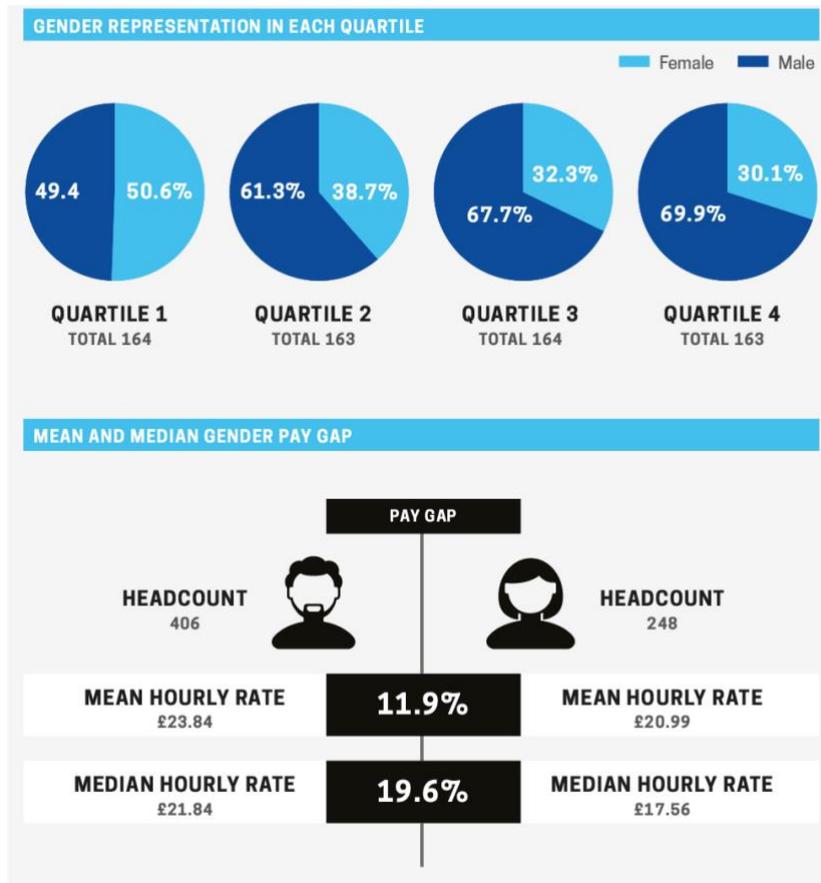


Chloe Payne
HR Director



Mark Pickett
CEO

Gender Pay Gap Data



- Notes: All data reported up to 5 April 2023. Bonus data is volatile due to phasing of payments due to scheme structure, mean is the most reliable constant comparison