

2021 GENDER PAY GAP REPORT

To follow is Amigo's gender pay gap report for the snapshot date of 5th April 2021.

The table below shows our overall mean and median gender pay gap between males and females, based on hourly rates of pay as at the snapshot date

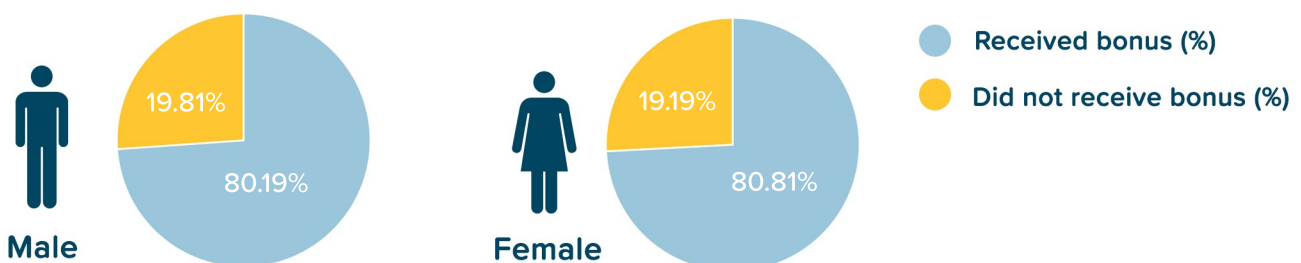
Gender Pay Gap

Mean	29%
Median	5%

Gender Bonus Gap

Mean	66%
Median	10%

Proportion of staff receiving a bonus for 2021



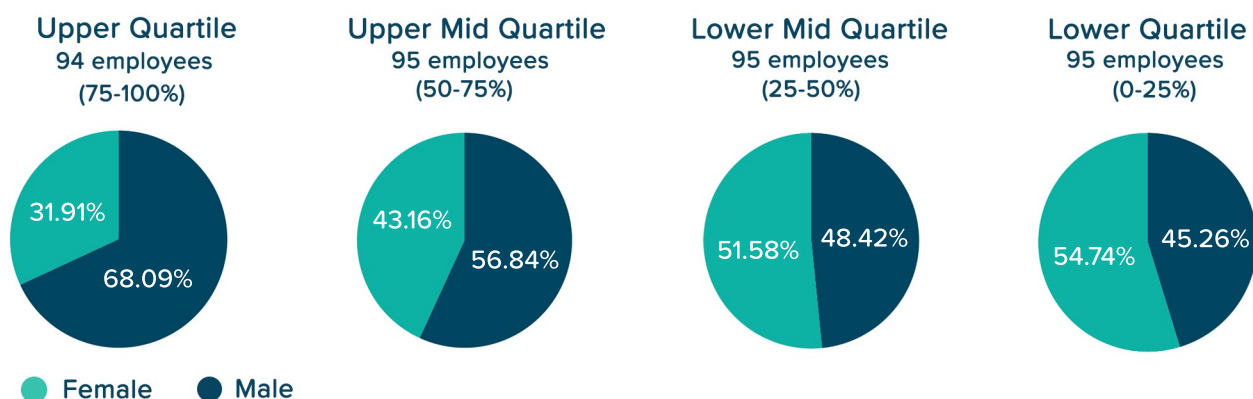
At Amigo we are committed to equal opportunities and equal treatment for all employees. We have a clear policy of paying employees equally for the same or equivalent work, regardless of their sex.

We carry out regular pay and benefits audits and evaluate job roles and pay grades to ensure fairness.

We are confident that our gender pay gap is not because we pay men and women differently for the same or equivalent work. Instead, our gender pay gap is because men and women work in different roles and those roles have different salaries.

Pay quartiles by gender

The gender distribution at Amigo Loans across four quartiles is highlighted below based on hourly pay rate:



Closing the gap

Whilst the leadership team at Amigo won't rest until our gender pay gap is non-existent, we are very proud of halving our median gender pay gap from April 2020 (10%) to April 2021 (5%). Even more pleasing to report is that all measures (mean and median) for both pay and bonus have improved since 2020.

We attribute this to the newly formed board and C-suite, who started their formation from August 2020. A business priority from the beginning was to review any disparities between pay between genders and act immediately if identifying anything unjust.

Whilst we are still operating in very challenging business conditions, making recruitment in particular a challenge, we have taken the following steps to promote gender diversity:

- Creating career paths: introduced Lean Six Sigma training to operational teams. 66% of the green belt cohort were women, creating a step into operational roles traditionally occupied by men.
- Changes to hours of work: reducing the total number of weekly hours as well as allowing for flexibility in start and finish times. Coupled with hybrid working this has proved beneficial for work life balance, especially for those with caring responsibilities.
- Raising awareness about the right to request flexible working: proactively promoting this right to all employees and training managers on how to support employees wanting to work flexibly.
- Tightening up on recruitment practices: introduction of professional recruitment partner, ensuring all opportunities go through a robust sourcing, screening, and selection process. Key focus has been on unbiased internal recruitment initially, with an appetite to support more women moving into senior roles.

The way forward

Historically, Amigo has been a business lead with males dominating management and leadership roles, a legacy the new board and Exco are passionate about leaving behind.

Next in our quest to reduce the gender pay gap is:

- Introducing an ESG strategy (which is currently in development). A focal pillar of this strategy is Diversity Equity & Inclusion, starting with the introduction of our Responsible Business Council and data collection from our employees and recruitment candidates.
- Introduce leadership development initiatives: for current and future leaders, offering specialist support to women looking to move into senior leadership roles or take the next step in their career.
- Mentoring: Our female board member to mentor some of our women, an area she is both passionate about and experienced in.