

WCF Ltd

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Gender Pay Gap – April 2018

| Statutory Calculations | Apr-18 | | Apr-17 | |
|--|---------|-----------|---------|-----------|
| | Mean % | Median % | Mean % | Median % |
| 1 : Gender Pay Gap - Hourly Rate | | | | |
| Difference in hourly rate Male v's Female | 7.4% | 10.9% | 15.50% | 27.30% |
| 2 : Gender Pay Gap - Bonus | | | | |
| Difference in Bonus payments Male v's Female | -62.7% | -146.3% | -15.70% | -12.50% |
| 3 : Proportion of staff receiving bonus | Males % | Females % | Males % | Females % |
| | 36.4% | 28.5% | 62.20% | 51.80% |
| 4: Employees by pay Quartile | Males % | Females % | Males % | Females % |
| Lower quartile | 27.3% | 72.7% | 22.20% | 77.80% |
| Lower middle quartile | 40.9% | 59.1% | 30.60% | 69.40% |
| Upper middle quartile | 65.2% | 34.8% | 84.70% | 15.30% |
| Upper quartile | 49.3% | 50.7% | 66.70% | 33.30% |
| No of Staff | Male | Female | Male | Female |
| | 121 | 144 | 148 | 141 |

Our 2018 gender pay gap figures show that, across our 8 individual business units, there was a mean hourly rate difference at April 2018 of 7.4% and a median rate of 10.9% between our male and female employees for hourly wages and bonuses. This has reduced from the 2017 figures of 15.5% and 27.3% following the disposal of WCF Distribution in November 2017.

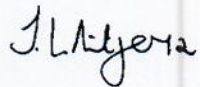
As you can see from our website, WCF has a diverse range of brands across multiple sectors, with our largest businesses operating in clothing mail order, retail and bulk fuel oil distribution. This leads to considerable differences in roles between the business units, which is reflected in the pay calculations.

46% of the WCF workforce is male, down from 51% in 2017. 67% of the male workforce are employed in our fuel distribution business. This is a highly-regulated industry, with all drivers requiring specialised training in the handling of dangerous

goods and the hourly pay rates reflect this. WCF benchmarks its tanker driver pay with others in the industry annually to ensure that our rates remain competitive.

Almost 65% of our female employees work within retail, either in mail order or in our 10 stores. Retail is as an extremely competitive industry and normally refers to the national living wage as its starting benchmark. This is lower than the hourly rate paid to our oil tanker drivers.

Retail businesses typically employ a higher number of part-time workers. This suits the personal circumstances of colleagues and allows operational flexibility especially in stores where there are low staff numbers. 36% of female employees are part-time compared to only 5% of male. Of these, 52% work within store.

A handwritten signature in black ink, appearing to read 'J. Ritzema', written in a cursive style.

Jo Ritzema - Managing Director

January 2019