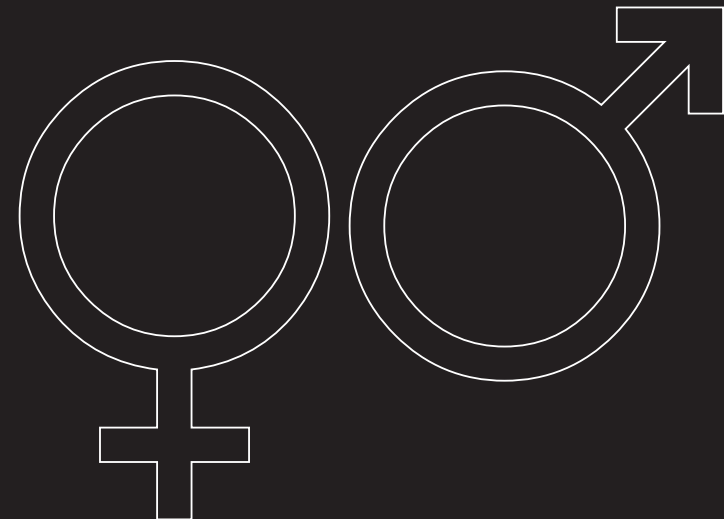


MCARTHURGLEN

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# 2017 Gender Pay Gap Report

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# EMPOWERING OUR PEOPLE TO ACHIEVE

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*At McArthurGlen we are building and operating a world-class organisation – and our people are at the heart of this.*

**We believe the best way to improve customer experience is to ensure that working at our organisation is rewarding and fulfilling for everyone – regardless of gender or background.**

However, like many organisations, we recognise there is still work to be done to ensure women and men have the same opportunities to develop and advance to more senior and higher-paying roles.

We recognise the need to explore broader topics, such as flexible working, to support our colleagues and remove the less visible barriers to advancement.

**We want everyone at McArthurGlen to feel equally inspired, encouraged and empowered to achieve their career ambitions.**

We welcome the publication of our Gender Pay Gap Report as an opportunity to draw attention to this important topic and continue the conversation with our colleagues.



**JULIA J. CALABRESE**

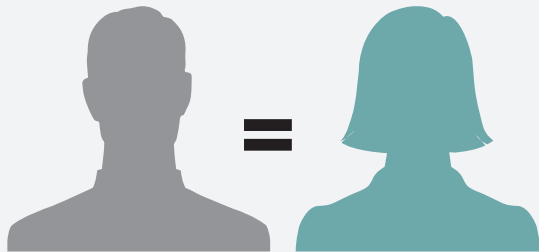
Chief Executive Officer

*“Our company and our industry have more work to do to encourage a culture of development and progression for all. We need to continue to listen to our colleagues and have an open dialogue about gender and progression.”*

# WHAT IS GENDER PAY GAP REPORTING?

The UK Government wants to encourage employers across the UK to do more to support the development of women into better paid and more senior roles within their organisations. It is requiring employers with 250 or more employees to disclose a set of gender pay numbers each year.

## GENDER PAY IS **NOT** THE SAME AS EQUAL PAY



### Equal Pay is an individual measure.

It compares the pay for a woman and a man in an equivalent role.



### Gender Pay is a group measure.

It compares the average pay of all women in the organisation, regardless of role, to the average pay of all men.

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More men in higher-paying positions increases the average pay for men.

More women in lower-paying position decreases the average pay for women.

**Both lead to a gender pay gap.**

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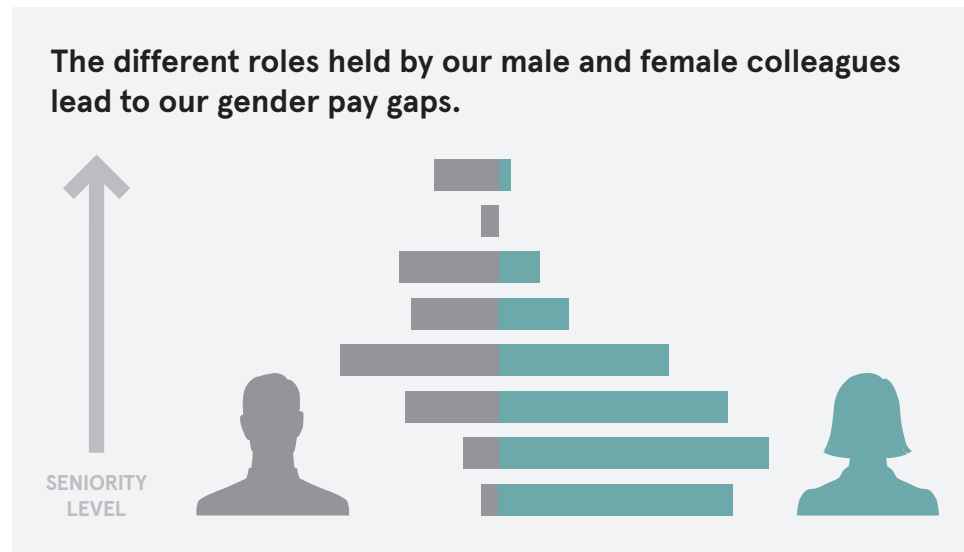
# WHAT'S BEHIND OUR NUMBERS?

Women make up the majority of our workforce in the UK. We pay men and women fairly, and have women in some of our most senior roles.

## A high proportion of customer-facing roles at McArthurGlen are held by women.

As McArthurGlen puts the customer first, we've focussed on increasing the number of our guest services advisors. Many of these roles are part-time positions that tend to be attractive to those looking for greater flexibility in their working hours. This initiative has attracted women who want to combine work with other responsibilities.

While we have women in senior roles, including our own Chief Executive Officer, a high proportion of the men employed by McArthurGlen are in managerial and leadership positions.



*At McArthurGlen, we are confident that we comply with our equal pay obligations and pay our male and female colleagues equally for the same work.*

The size of our workforce is also a factor. As we have fewer than 300 employees in the UK, our numbers are more likely to have a shift up or down when we have changes in key leadership positions.

It's also worth noting that our bonus pay gap numbers do not take into account that we have colleagues who prefer to work reduced hours and they receive a pro-rated bonus. This applies to many of our female colleagues as part of flexible working which we are proud to support. When it comes to the proportion of men and women receiving a bonus, there is a very small gap.

**We need to better understand why we don't have more women in senior positions, and take steps to improve this. We are working to address this.**

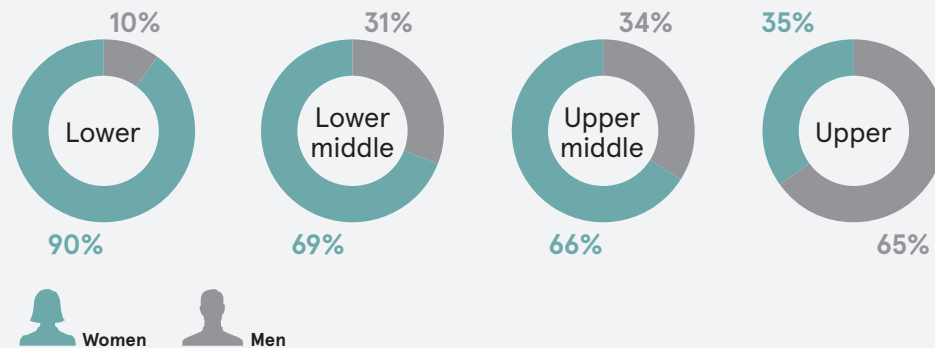
# OUR GENDER PAY GAPS – APRIL 2017

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McArthurGlen UK Limited

## PROPORTION OF WOMEN AND MEN IN EACH HOURLY PAY QUARTILE

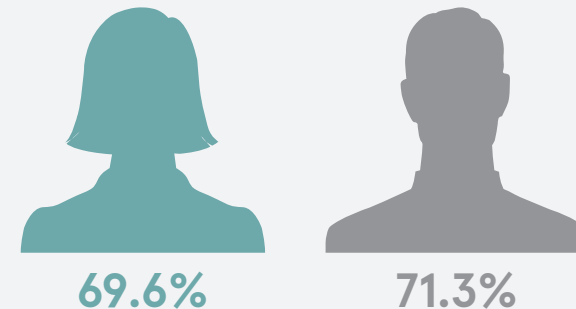
These are the percentages of women and men in each hourly pay quartile. The pay quartiles are calculated by ranking the hourly rate of pay for every colleague within the business and dividing this into four equal parts (quartiles).



These numbers show how we have significantly more men in the upper pay quartile and significantly more women in the lower quartiles. **This drives our gaps.** We are confident we pay men and women fairly. When we look at male vs. female pay within each level of our organisation, our gender pay gaps are largely immaterial.

## PROPORTION OF WOMEN AND MEN RECEIVING A BONUS

These figures are the percentages of women and men who received a bonus in the twelve months to April 2017 based on the total number of male or female employees.



## MEAN HOURLY PAY GAP **51.4%**

This is the gap between the **average hourly pay** for all men in our organisation compared to the average hourly pay for all women in April 2017. The **median hourly pay gap** is **52.2%**.

## MEAN BONUS PAY GAP **67.1%**

This is the gap between the **average bonus pay** for all men in our organisation who received a bonus in the twelve months to April 2017 compared to the average bonus pay for all women who received a bonus over this period. The **median bonus pay gap** is **55.2%**.

# WHAT WE'RE DOING

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We've been making progress but there's more we can be doing to create better opportunities for everyone.

*We are in a continuous process of listening to our people and making changes.*

Through our employee surveys, leader meetings and other events we can learn from our colleagues about what's working, and what's not – and adapt our programmes and culture to remove barriers to progression that may currently exist.

We have just launched our latest employee survey. Last year, nine in ten colleagues shared their views with us. This year we will be looking for specific insights on how we can best adapt our organisation to address the challenges underlying our gender pay gap.

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# 90%

Of colleagues would recommend McArthurGlen as a good place to work

McArthurGlen 2017 Employee Engagement Survey



## INVESTING IN DEVELOPMENT

*We're investing in development for all our people.*

In recent years, we have seen more women coming up through the organisation, taking on management roles as a result of development programmes we have on offer. We want this trend to continue and we are actively working to increase support for all colleagues.

Though it's important to note that development doesn't always mean vertical progression – it can also mean expanding colleagues' experience and skills to better perform in their roles. We illustrate what this means for some of our colleagues on page 7.

## SUPPORTING FLEXIBLE WORKING

*We recognise progression is about more than development.*

We fully support a flexible work environment that helps our people find the right work-life balance – but to address our gender pay gap, we need to do more to ensure it is available at all levels throughout the organisation so that all of our people feel empowered and encouraged to develop and progress to more senior and higher-paying positions.

We are working with leadership to reinforce and encourage this throughout our business.

# SHARING COLLEAGUES' STORIES

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Some of our talented female colleagues want to share their own stories about how they have grown personally and professionally at McArthurGlen.

## OLGA MICHALOPOULOU

Portfolio Campaign Manager,  
London

I joined in 2010 as Marketing Manager for Athens – I was part of the team that opened our centre there. It was a truly valuable experience, and allowed me to utilise previously acquired skills. It was an experience that I have associated with some of the best memories of my career.

After my return from maternity leave, I was given the opportunity to move to a new role within the company, being responsible for the management of the marketing campaigns across all the centres in our portfolio – a challenge that I willingly undertook. My new job role meant moving with my family to London. It's given me opportunities to learn about all the different areas of our marketing operation and work with people from all the regions of our business, pushing me out of my comfort zone – I thoroughly enjoy it, I'm constantly evolving and learning.

I always wanted to have a family and a career – children give you a new perspective, and gave me a rounder approach to how I do things. I love my work, and I have the full support and respect from my manager for my personal life.



## CLAIRE CZARNOTA

Facilities Executive, York  
Designer Outlet Centre

I joined McArthurGlen as a Guest Services Coordinator having previously worked in the travel industry. The role was a great fit with my previous experience; however, based on my hard work and the belief the team in York have given me, I have had the opportunity to work as Centre Assistant, Office Manager and Facilities Executive. In each role I have enjoyed the autonomy, the opportunity to make things better and to experiment – and that's because Mike and the team have supported and guided me along the way. It's the people and the opportunities that make McArthurGlen different!



## TERESA DONAGHY

UK Finance Manager, London

I've been with McArthurGlen for five years, starting as Financial Accountant for the UK, moving up to be Financial Accounting Manager after two and a half years – both quite technical roles. In early 2017 I made the diagonal move to UK Finance Manager, a role which combines financial reporting with commercial and business partnering elements, in addition to managing a team – it's challenging but very interesting. I was supported by my manager, and it's great to have access to and network with people within the business. In terms of going forward, I'm going to continue to grow and learn in my current role, and support the development of my team.



*Our Collective Ambition promotes taking ownership. We believe every one of our colleagues should feel supported to take ownership of their own career and develop it in the way that's best for them.*

# LOOKING AHEAD

*Our Collective Ambition is to build and operate a world-class organisation – and our people are at the heart of this.*

While gender pay is currently a UK-focussed topic, we recognise this subject spans across all of the countries in which we operate. Our efforts to improve opportunities for women and all our talent will be shared beyond the UK borders to ensure we address this challenge everywhere we do business.

There is more to be done but we have been and continue to be committed to addressing this important matter. We believe McArthurGlen is a special place to work, and we aim to ensure every colleague has the support they need to achieve their career ambitions.

Our values drive everything we do, and this will be no exception. I am confident that working together, we will make progress in closing the gap.

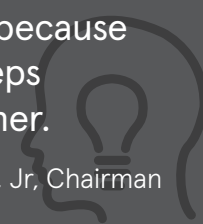
I confirm the data in this report is accurate.



**Julia J. Calabrese**  
CEO, McArthurGlen

The pursuit of excellence is never complete, because the bar keeps getting higher.

J.W. Kaempfer, Jr, Chairman



## OUR VALUES

**Integrity | Innovation | Excellence | Commitment | Enjoyment**

**MARTHURGLEN**