

Gender Pay Report 2017-18

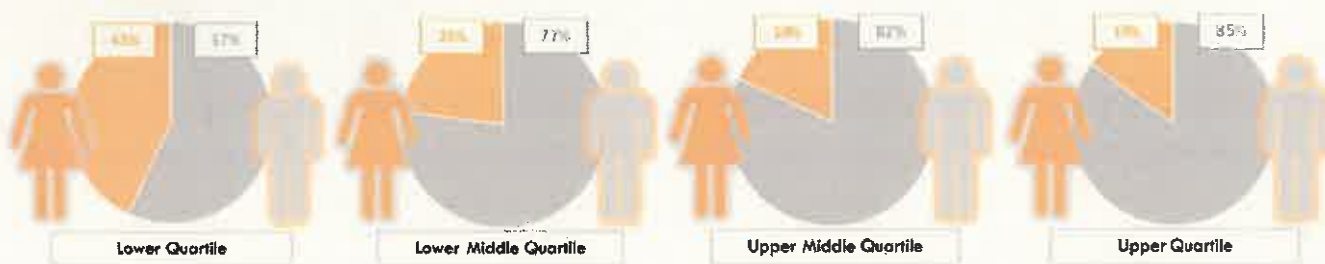
This is our second gender pay report. We are pleased to be able to show some improvement in the results we published last year, notwithstanding the adverse impact of a bank holiday within the snapshot pay period. As a family business, treating everyone fairly and equally in all aspects of their employment is a very important part of who we are and what we do – we are, therefore, committed to addressing our gender pay gap and welcome the focus which this reporting requirement brings.

Our gender pay gap

Our gender pay gap, based on employees' hourly rates of pay as at 5 April 2018 is 14% (mean) and 23.1% (median). At the mean level, this is a 1.2% improvement on last year; whereas at the median, this is 9% adverse. The snapshot date for this week/4 weekly pay period includes a bank holiday and we pay a significant sum to those employees who work the bank holiday, having removed lieu days in September 2017. Of the 124 employees who worked the bank holiday and received the premium payment, 108 were men compared to 16 women. If we discount the bank holiday payment, our median gender pay gap narrowed to 13.2%, down by just under 1%.

Pay quartiles

The charts (below) show the proportion of men and women in the lower, lower middle, upper middle and upper quartile pay bands:



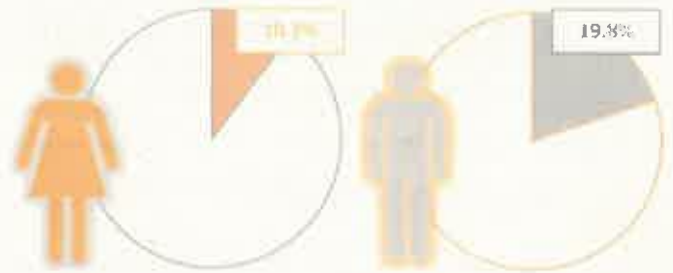
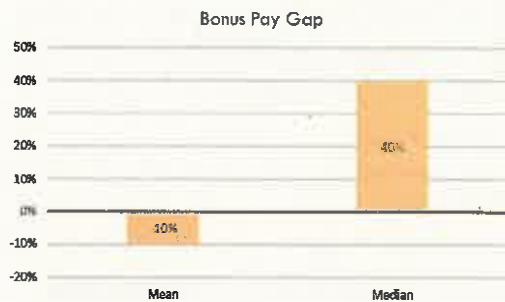
These figures show increases in the number of men in the lower quartile (+5%), lower middle quartile (+1%) and upper quartile (+1.2%), whilst the number of women in the upper middle quartile rose by +2.9%.

Our bonus pay gap

As well as a formal bonus scheme for middle/senior managers, we have a bonus scheme for drivers based on the achievement of KPIs on customer service and efficiencies. We also have a long service award scheme which provides payments in recognition of 15, 30 and 40 years of service.

Our bonus pay gap for the period 6 April 2017 to 5 April 2018 is -10% (mean) and 40% (median). At the mean level, this is a change of 54.7%, with the average bonus this year for women being higher than for men. Whilst at the median, the gap has narrowed by 21% with men receiving a higher bonus than women.

19.8% of all men employed were paid a bonus, up by 10.3% from last year due to the inclusion of our drivers and their KPI scheme. 10.3% of all women employed were paid a bonus, down by 4.3% due to some leavers.



Analysis

We are seeking to understand our gender pay and bonus gaps at a company and business unit level. We are a fourth generation bakery with an established workforce, the majority of whom work shifts and in roles which historically have been carried out by men – such as process/plant/machine Operators, Engineers and Drivers. Whilst this occupational segregation explains much of our gender pay gap, we have also employed more men in senior roles, though this is now shifting.

Next steps

We remain confident that men and women are paid equally for doing the same or similar roles across the organisation. That said, we intend to undertake further in depth analysis to explore how we can balance our gender pay, working with our employees, with sponsorship from our Board and the appointment of a family member as an Ambassador, whilst continuing to enhance our values-based, inclusive culture.

I confirm that the data reported is accurate.

Robert Higginson
Chairman and Managing Director