

GENDER PAY REPORT 2018





We believe in making sure we have the right people, in the right roles, and that they are rewarded for the skills and contribution they make. To do this we are continually looking at the way we operate to ensure that we can make working at Warburtons an option for everyone, regardless of their gender or background.

Neil Campbell,
Managing Director



at warburtons, our people make the difference. our success has been, and will continue to be, made possible by the contribution our people make every day.

We pride ourselves on creating a positive and values-based culture where all our people feel fairly treated, engaged and valued. Over the past year we've taken a number of steps towards encouraging diversity in our workforce and changing the perceptions of roles within the industry.

Attracting and retaining top talent through fair and equitable talent management processes continues to be an important focus at Warburtons as we believe our people give us the competitive advantage. This year we have continued to invest in our direct sourcing model to ensure a better gender balance in our recruitment shortlists. This has enabled us to achieve a 50/50 gender split in our new hire managerial population.

In the UK, just 1% of the national driver population is female. By challenging perceptions and offering different routes into driving roles, we have been able to increase the number of newly recruited female drivers in Warburtons to 5% over the last 12 months - an achievement we are very proud of.

Supporting women leaders in business is also a key focus for us. This year we have launched new structured development programmes for female leaders in technical and operational roles.

We strive to be a fair and progressive employer, that allows everyone to reach their full potential regardless of gender or background and are committed to building a diverse and inclusive workplace with people at its heart.

Susan Yell,
HR Director

We can confirm that the information and data reported are accurate and in line with the UK Government's Equality Act 2010 (Gender Pay Gap Information) Regulations 2017

WHAT IS THE GENDER PAY GAP?

The gender pay gap is the difference between the average pay of men and women. Various factors influence the gap such as the types of roles women undertake and the demographics of the people at the company. All UK companies employing 250 people or more are required to report on their gender pay gap for 2018 by 4th April 2019. It isn't against the law to have a gender pay gap, but at Warburtons we believe it is important that businesses become more focused on bridging the pay gap that exists in the UK today.

THE GENDER PAY GAP IS DIFFERENT FROM EQUAL PAY

'Equal Pay' is where men and women are paid different rates of pay for performing the same role, a similar role or a role which is of equal value. It is unlawful to pay men and women different rates of pay for doing the same/similar role or a role which is of equal value.

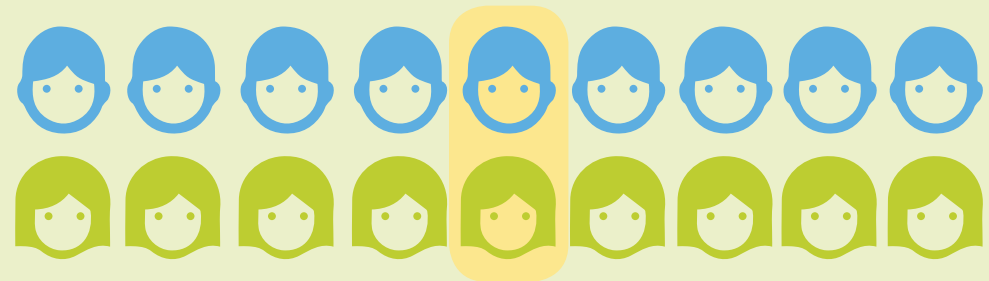


WHAT DO WE HAVE TO REPORT ON?

The regulations require organisations to report on the mean and median gender pay gap, the mean and median bonus gap, confirm the percentage of men and women who received a bonus and also provide details on the gender balance of our work force based upon quartiles.

THE MEDIAN PAY GAP

A median is the midpoint of a population. So simply, if you created two lines – one with all the women in a company, and the other with all the men, the median pay gap is the difference in pay between the middle person in each line.



MEAN PAY GAP

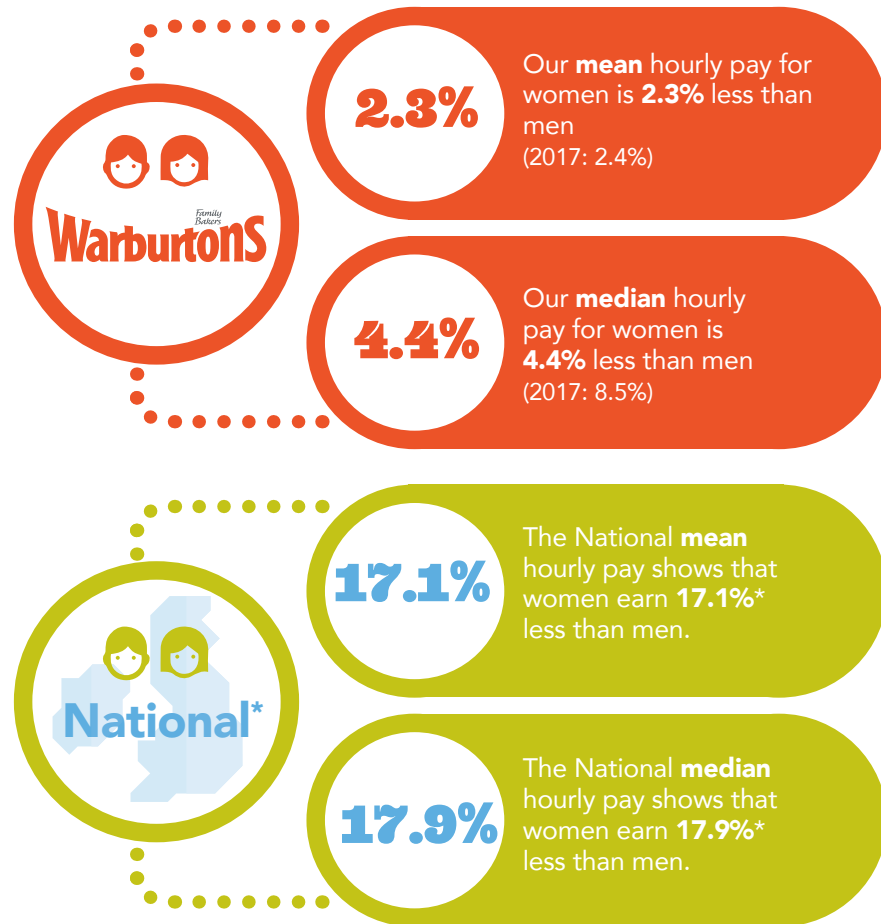
The mean gender pay gap is the difference between the average pay of men and women in a company.



OUR RESULTS

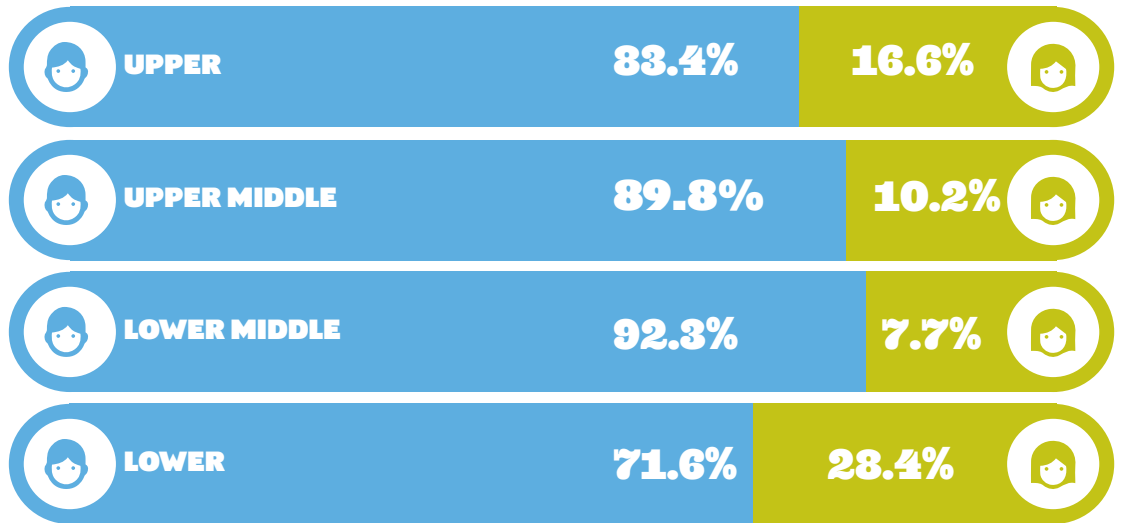
At Warburtons we have over 4,500 people working across our 12 bakeries, 14 depots and Centre functions that play a vital part in making us Britain's largest bakery brand. People tend to stay at Warburtons for a long time so we expect our results to change only gradually.

GENDER PAY GAP



POPULATION BY PAY QUARTILES

This is calculated by organising the pay rates from the lowest to the highest paid employees and splitting them into four equal sized groups called quartiles. The chart shows the percentages of men and women in each quartile.

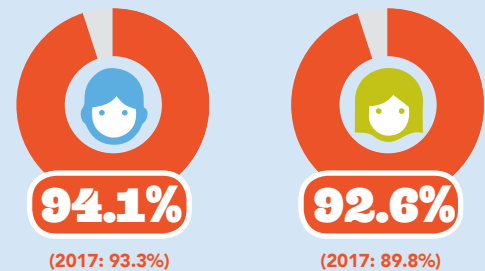


GENDER BONUS PAY GAP



PROPORTION OF MEN AND WOMEN PAID A BONUS

Rewarding our people is important to us and around 90% of employees receive a bonus, primarily through our Profit Share scheme. The Warburtons Profit Share is designed to reward loyalty and therefore includes an element based on length of service, and as we have a higher proportion of longer serving men, this drives their profit share up and creates the gap.



*Office for National Statistics for estimated 2018 results

OUR APPROACH

At Warburtons, we believe in offering equal opportunities for all. That's very much at the centre of our values driven culture.

We recognise that there is work to be done to ensure more equal representation across our business and we continue to make progress on our plans to attract talent from more diverse backgrounds while also ensuring that we create opportunities for all our people to progress and learn.



OUR CULTURE

As a 5th generation family business we have a true values driven culture. We're continuously evolving and improving our culture to encourage a more diverse workforce and to provide fair and equal opportunities for everyone by:

- Focusing on fulfilling potential regardless of gender of background
- Creating high performing and engaged teams
- Ensuring fair pay and reward practices
- Continuing to improve the choice and flexibility of how people can work in our business



TALENT DEVELOPMENT

WHAT ARE WE ALREADY DOING?

- Continuing to ensure a healthy talent pipeline that provides opportunities irrespective of gender
- Supporting the development of female talent in technical and operational fields
- Helping leaders to better understand their peoples' career aspirations and opportunities

THE FUTURE

- Continue to support managers to develop a more diverse talent pipeline
- Provide more tools, support and training to enable our talent to be developed



RECRUITMENT

- Investing in our direct source model to ensure a gender balance in the candidates we attract.
- Developing our social media presence and capability to appeal to a more diverse range of next generation talent
- Challenging perceptions and offering new routes into driving roles to increase our female driver population

- Continue to focus on the candidate experience
- Broaden attraction and selection activity with a focus on engineers
- Continue to upskill hiring managers in leading practice, diversity and inclusion

OUR VALUES

We have a rich history that spans over 140 years and take great pride in being a values driven fifth generation family business. People are at the heart of our business and our concept of family extends beyond those with the surname Warburton. Our family is made up of over 4,500 people, that all work together to create our success. From our bakers to our delivery drivers, each individual that works within our 28 sites across the country help us to be the successful business we are today.

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WE ARE VERY PROUD OF OUR VALUES DRIVEN CULTURE AND BELIEVE PEOPLE ARE OUR MOST SPECIAL INGREDIENT. THEY HAVE MADE OUR BUSINESS WHAT IT IS TODAY. EVERYONE THAT WORKS HERE IS VERY MUCH PART OF THE WARBURTONS FAMILY.



Ross, Jonathan & Brett Warburton

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