

GENDER PAY REPORT 2019

Family
Bakers
WarburtonS





AT WARBURTONS, WE PRIDE OURSELVES ON CREATING A POSITIVE AND VALUES-BASED CULTURE WHERE ALL OUR PEOPLE FEEL FAIRLY TREATED, ENGAGED AND VALUED. SINCE WE BEGAN REPORTING ON GENDER PAY, WE'VE CONTINUED TO TAKE MORE POSITIVE STEPS TOWARDS ENCOURAGING DIVERSITY IN OUR WORKFORCE AND CHANGING THE PERCEPTIONS OF ROLES WITHIN THE INDUSTRY.

We believe our people make the difference at Warburtons. Our success has been, and will continue to be, made possible by the contribution our people make every day, so attracting and retaining top talent through fair processes continues to be an important focus for us. By investing energy in ensuring gender balance through our direct sourcing model we've started to create a more diverse workforce.

Our annual Women in Leadership Event continues to go from strength to strength, while our Senior Female Talent programme and Female Technical Support Group have both expanded. We have also recently introduced a Junior Female Talent programme for our next generation talent, with our senior females acting as mentors. These are supporting and developing our women leaders, which remains a key focus for us.

Operationally, driver recruitment continues to be a challenge across the industry, however we continue to actively recruit female drivers and add to our talent pool. Plus, the launch of our Driver Academy has seen our first female complete their apprenticeship and pass their Class 2 licence.

To support being a fair and progressive employer, we are developing a new Diversity and Inclusion strategy to ensure everyone can reach their full potential regardless of gender or background. This will reaffirm that our people are our key ingredient.

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



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

WHAT IS THE GENDER PAY GAP?

The gender pay gap is the difference between the average pay of men and women. Having a gender pay gap is not unlawful as 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 2019 by 4th April 2020.

THE GENDER PAY GAP IS DIFFERENT FROM EQUAL PAY

Companies must ensure men and women are paid the same 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 11 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 gradually.

GENDER PAY GAP



1.6%

Our **mean** hourly pay for women is **1.6%** less than men (2018: 2.3%)

5.1%

Our **median** hourly pay for women is **5.1%** less than men (2018: 4.4%)



16.2%

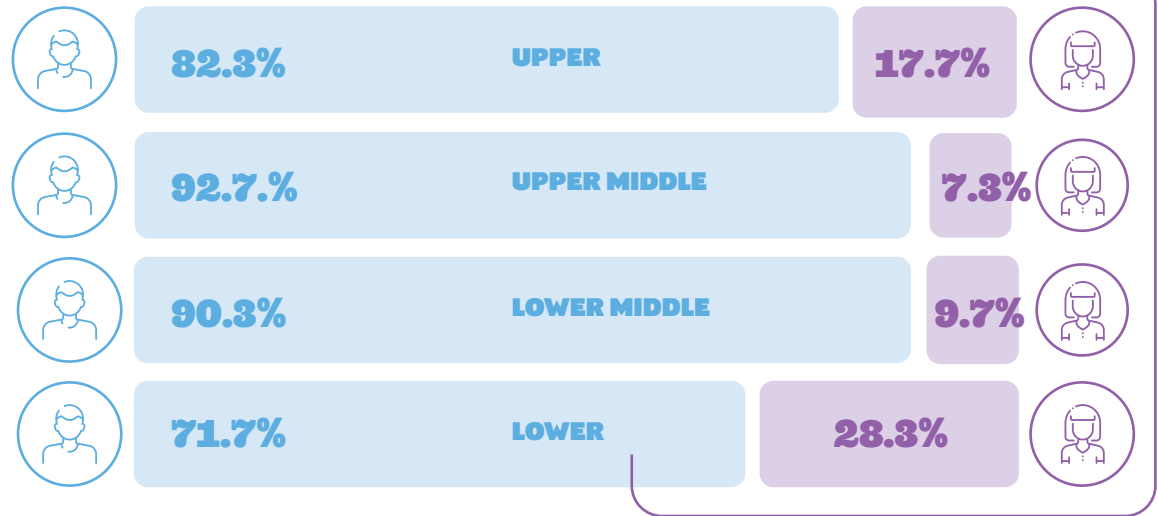
The National **mean** hourly pay shows that women earn **16.2%*** less than men.

17.3%

The National **median** hourly pay shows that women earn **17.3%*** less than men.

POPULATION BY PAY QUANTILES

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



17.9%

The **mean** bonus pay gap is **17.9%** higher for men than that of women (2018: 22.8%)



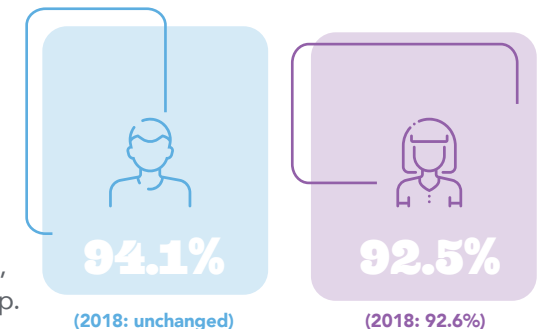
31.5%

The **median** bonus pay is **31.5%** higher for men than that of women (2018: 32.5%)



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 provisional 2019 results

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 26 sites across the country help us to be the successful business we are today.

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.



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



OUR CULTURE

- Continuously evolving and improving our culture to encourage a more diverse workforce and to provide fair and equal opportunities for everyone
- Focus on fulfilling potential regardless of gender or background
- Creating high performing and engaged teams
- Ensuring fair pay & reward practices
- Continuing to improve the choice and flexibility of how people can work in our business



TALENT DEVELOPMENT

WHAT ARE WE ALREADY DOING?

- Providing opportunities and support irrespective of gender, with a focus in operations
- Continuously improving the development programmes for our female talent pool
- Developing leaders' skills and confidence to build a coaching and mentoring culture

THE FUTURE

- Implement the new Diversity and Inclusion strategy, supporting managers to develop a more diverse talent pipeline
- Investing in new technology to support performance, goals and succession



RECRUITMENT

- Investing in our direct source model to ensure gender balance
- Developing our social media presence and capability to appeal to a more diverse range of next generation talent
- Continuing to challenge perceptions and offering new routes into our driving roles and our apprentice programmes

- Centralising recruitment activity to ensure an efficient, consistent, diverse and inclusive service
- Investing in 'best in class' recruitment technology
- Continuing to focus on the candidate experience

