

GENDER PAY REPORT 2017



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

We are the only food manufacturer to have appeared in The Sunday Times Best Big Companies to Work for List for three years running. This demonstrates our efforts in creating a positive and values based culture where our people feel fairly treated, engaged and valued.

However, we recognise that we need to ensure our business offers ways of working to suit all people and lifestyles, which in turn will help us to attract more women to join our business. To support this, we have implemented significant change across our manufacturing sites, 'Agile Operations', this included a landmark deal with the Bakers union that gives us potential access to a wider talent pool.

Attracting and retaining top talent through fair and equitable talent management processes is an important focus at Warburtons as we believe our people give us the competitive advantage. We also have a specific focus on encouraging and supporting women leaders in business, both in our own organisation and by connecting with others through our Regional Women in Leadership network.

We strive to be a fair and progressive employer, that allows everyone to reach their full potential regardless of gender, age 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 Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

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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, age or background.

Neil Campbell,
Managing Director

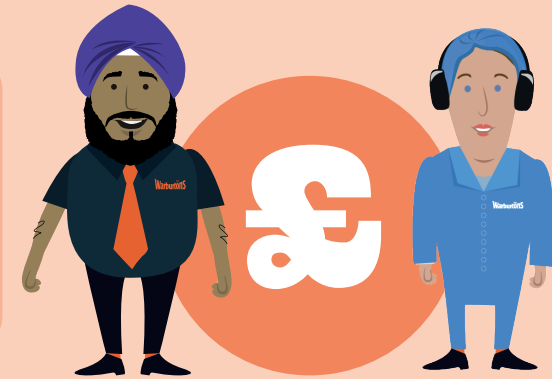
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WHAT IS THE GENDER PAY GAP?

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. This is the first time, all UK companies employing 250 people or more are required to report on their gender pay gap by 4th April 2018. Having a gender pay gap is not unlawful however it is important that businesses become more focussed 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.



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.



MEDIAN PAY GAP

A median is the midpoint of a population. So simply, if you created two lines arranged according to the pay received – 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

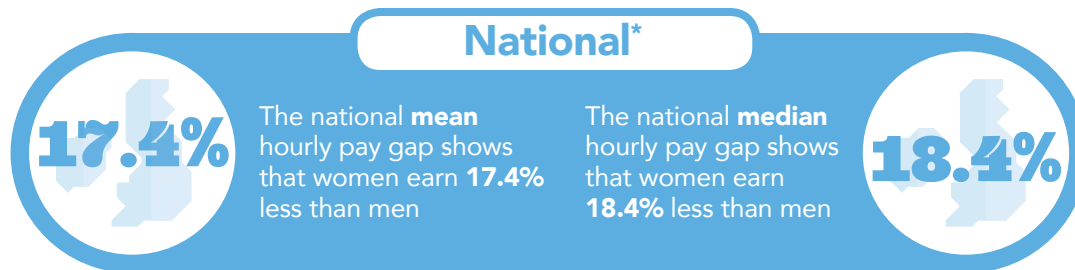
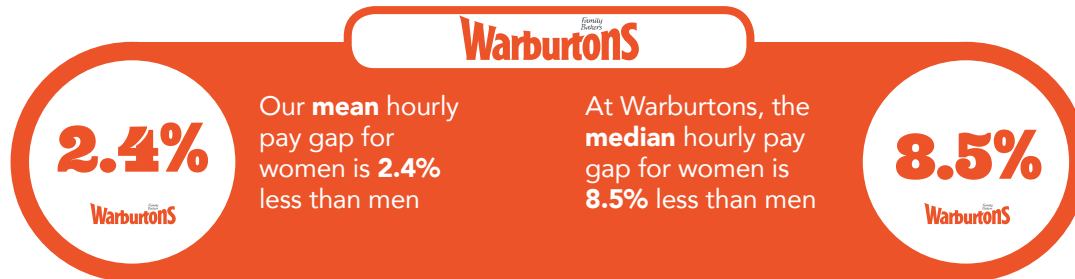
The mean gender pay gap is the difference between the average pay of men and women in a company.



OUR RESULTS

At Warburtons we have over 4,500 people working across our 12 bakeries, 15 depots and Centre functions who play a vital part in making us Britain's largest bakery brand. The data used to compile these results was taken on 5th April 2017.

GENDER PAY GAP



GENDER BONUS PAY GAP



24.9%

The mean bonus pay gap is **24.9%** higher for men than that of women

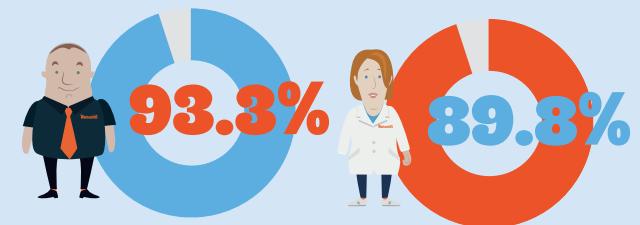


30.7%

The median bonus pay gap is **30.7%** higher for men than that of women

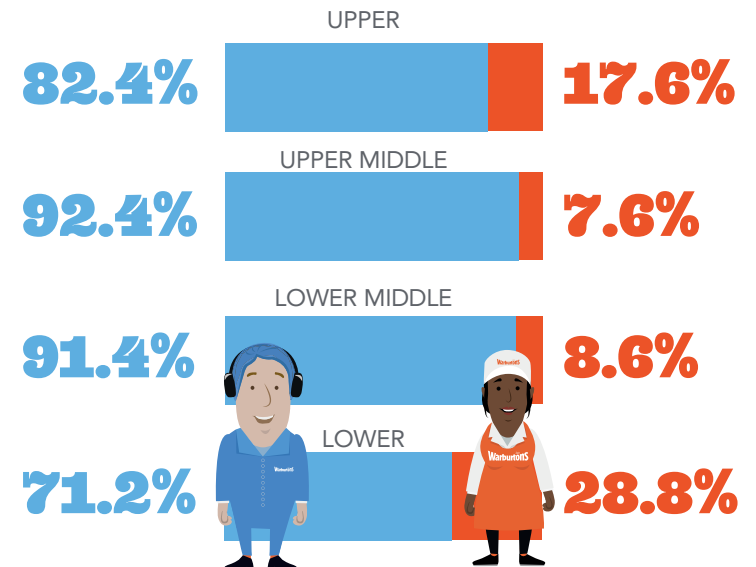
PROPORTION OF MEN AND WOMEN PAID A BONUS

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.



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. The chart shows the percentages of men and women in each quartile.



*Based on figures from the Office for National Statistics.

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 our plans are well underway. We know that we must retain our focus on how we attract talent from more diverse backgrounds while also ensuring that we create opportunities for all our people to progress and learn.



	OUR CULTURE	TALENT DEVELOPMENT	RECRUITMENT
WHAT ARE WE ALREADY DOING?	<ul style="list-style-type: none"> • True values driven culture • Ensure fair & equal opportunities for everyone • Focus on fulfilling potential regardless of gender or background • Create high performing & engaged teams 	<ul style="list-style-type: none"> • Provide opportunities & support irrespective of gender • Focus on enabling everyone to be at their best, every day • Encourage homegrown talent 	<ul style="list-style-type: none"> • Encourage gender balance through our next generation talent programmes • Focus on improving gender balance within our Driver network • Continue to upskill our HR teams on resourcing best practices
THE FUTURE	<ul style="list-style-type: none"> • Maintain fair pay & reward practices • Continue evolving & improving our culture • Further improve the choice & flexibility of how people can work in our business thereby encouraging a more diverse workforce 	<ul style="list-style-type: none"> • Support & encourage line managers to place greater focus on developing team members • Provide more tools, support & training to enable our talent to be developed 	<ul style="list-style-type: none"> • Place greater focus on the candidate experience • Broaden attraction and selection activity with a focus on engineers • Continue to upskill all our hiring managers in unconscious bias, 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, who 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.



Jonathan, Brett & Ross
5th Generation Warburton

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QUALITY



AMBITION



CARE



FAMILY



RESPONSIBILITY

