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# Gender Pay Gap Report 2017

## Gender Pay Gap Report 2017

Under the UK Government's new Gender Pay Gap regulations, all companies with over 250 employees need to report their gender pay gap. The report looks at six metrics taken from a snapshot of our employee population on the required date of 5th April 2017.

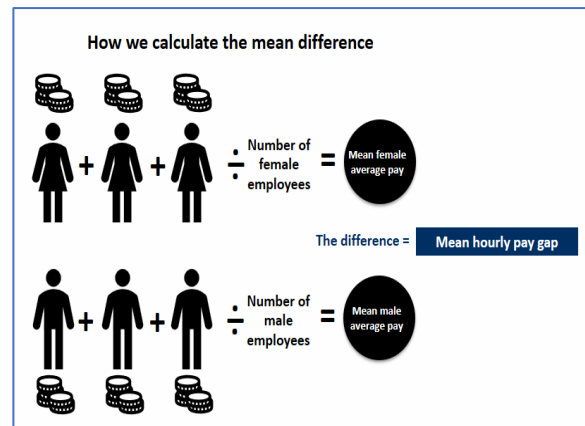
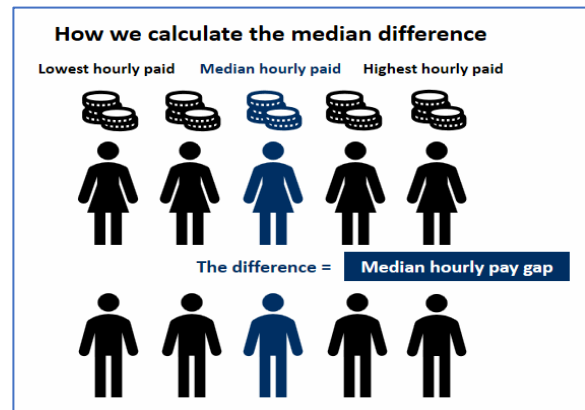
### Calculating our numbers

We employ approximately 2,500 people across Great Britain where 44% are women and 56% are men.

In this report we're sharing the median and mean (average) pay gaps between men and women's hourly pay and bonuses.

The median is the middle rate when all the rates are lined up. This is used to lessen the effects of high or low earners on the average. So, we look at the middle men's hourly rate versus the middle women's hourly rate.

Mean is commonly called average. We add up all our men's pay, and work out the average hourly rate. We add up all our women's pay, and work out the average hourly rate. We look at the difference between these averages.



## Our 2017 results and understanding our pay gap

The median pay gap for employees across our businesses is +13%, lower than the UK median of 18.8% (ONS figures). The mean (average) pay gap for employees across our business is +20%, slightly more than the UK mean of 17.7% (ONS figures).

The majority of our employees are on hourly contracts with no difference between the hourly rates of men and women. However, like a lot of UK businesses, proportionally more senior roles in our Company are held by men and this structural difference skews the median and mean hourly rates towards men and explains the male bias represented in the higher pay quartiles.

Our median bonus pay gap in 2017 is +16% and the mean (average) bonus pay gap is +57%. These headlines have the potential to be misleading as the Company did not pay any performance bonus during 2016-17 and issued exceptional payments to only 1% of our employees. The small number of exceptional payments that were made related to long-standing retention commitments that helped us keep key personnel during periods

Median pay gap <b>+13%</b>	Mean pay gap <b>+20%</b>
Median bonus pay gap <b>+16%</b>	Mean bonus pay gap <b>+57%</b>
% receiving a bonus payment 1% (Male) 1% (Female)	% employees 56% (Male) 44% (Female)

of instability. The number of men and women that received these payments was similar, however the inclusion of a very small number of senior male personnel skewed the mean (average) bonus number.

## Closing the gap

Put simply, there are not enough women in senior positions in our business. The Company already has a suite of policies to ensure equal treatment and enable family friendly working, however, we are committed to delivering current and new initiatives to improve how we attract, engage and retain women, particularly in senior roles.

## Statutory disclosures

male/female % of employees	56%/44%
Median gender pay gap	+13%
Mean gender pay gap	+20%
Median bonus pay gap	+16%
Mean bonus pay gap	+57%
% males/females receiving a bonus payment	1%/1%
Lower quartile* (male/female %)	41%/59%
Lower middle quartile (male/female %)	58%/42%
Upper middle quartile (male/female %)	60%/40%
Upper quartile (male/female %)	68%/32%

This information can be found on the UK government's gender pay gap viewing service,

<https://gender-pay-gap.service.gov.uk/Viewing/search-results>