

GENDER PAY GAP REPORT

WHAT IS GENDER PAY GAP REPORTING?

UK employers with more than 250 employees are required to publish their gender pay gap. This gives us the opportunity to understand any gender imbalances in our workforce and develop initiatives to address our findings.

The Gender Pay Gap Reporting is different from an equal pay comparison, which would involve a direct comparison of two people or groups of people carrying out the same, similar or equivalent work. We are confident that we offer equal pay for equal work across the business.

What's included in our calculations:

Calculations of mean and median pay and of quartile pay bands are based on data from April 2017 only, including ordinary pay and bonus pay.



UNDERSTANDING THE REPORT

The information within this report shows the differential between the mean and median pay of our male and female employees - the Gender Pay Gap.

The gender pay gap is calculated by taking the calculated hourly rate of all women and the calculated hourly rate of all men, finding the mean and median and determining the gap between these numbers across genders.



THE BAXTERSTOREY WORKFORCE

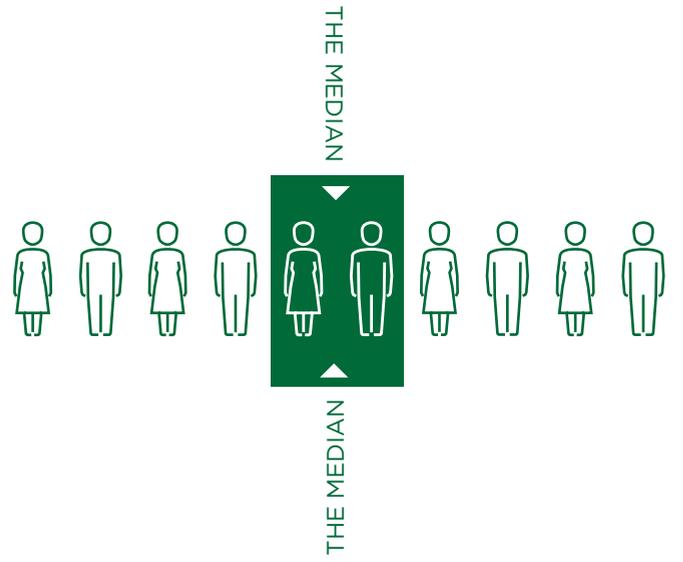
We have always considered our people to be our best ambassadors and we want to maintain a diverse and inclusive workforce throughout the business at all levels.

Our workforce is 55% female and 45% male.



MEDIAN GENDER PAY GAP

If you Lined up all the female and male employees within the business, the median is the difference between the hourly pay rate for the middle woman compared to the middle man.



MEAN GENDER PAY GAP

The mean gender pay gap is the difference in the average hourly pay for women compared to men. This is calculated by adding up all the hourly rates separately for male and female employees and dividing by the total number of results in each list.


$$\frac{\text{Total hourly rate for woman}}{\text{Number of woman}} = \text{Mean average hourly pay for woman}$$


$$\frac{\text{Total hourly rate for men}}{\text{Number of men}} = \text{Mean average hourly pay for woman}$$

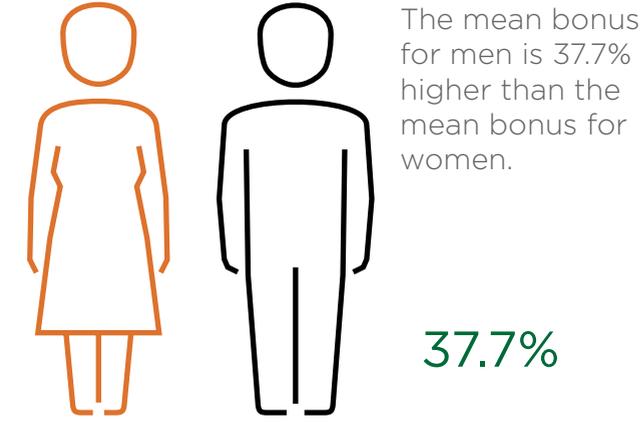


MEAN GENDER PAY GAP

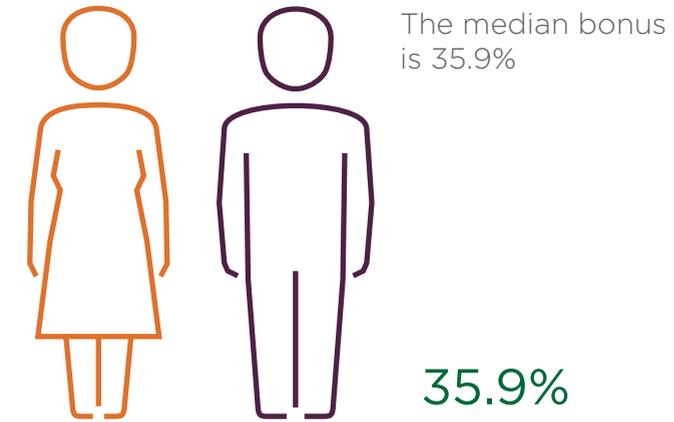


The quartiles represent the pay rate from the lowest to the highest of our workforce, this is then split into four equal sized groups, with the percentage of men and women in each quartile.

MEAN GENDER BONUS PAY GAP



MEDIAN GENDER BONUS PAY GAP



PERCENT OF EMPLOYEES RECEIVING BONUS PAYMENT



OUR COMMENTS ON THE RESULTS

- We recognise that in some roles across our business we have an imbalance between the number of female and male colleagues. Our recruitment and retention strategy has been, and will remain focussed on employing the right person for any role, irrespective of gender.
- Many of our roles do allow flexibility for our people, enabling a work life balance aligned with personal commitments outside of work.
- We are continuing to develop our people strategy to ensure we offer the same development and growth opportunities for all of our employees.



OUR PEOPLE VISION

- To recruit people who share our passion and pride for food and service
- To continue to provide development and career opportunities for all
- To have great two way communication and People engagement
- To reward and recognise our people for the job they do and the value they add
- To always keep our people, data and reputation safe

2 YEAR PEOPLE STRATEGY

- Talent Attraction
- Development & Succession
- Communication & Engagement
- Motivation and Reward
- Safe, Ethical & Compliant
- Retention

CLOSING THOUGHTS

We are pleased to be reporting our Gender Pay Gap figures for the first time. We have taken on board and identified areas with room to grow and this is our focus over the coming years. We have both a diverse workforce and business and we reward our people for the job they do whilst allowing for flexibility for all.

We have a reputation for supporting a wide range of personal and team development courses and a pro-active approach to talent planning, as our people's personal development sits at the heart of our ability to provide memorable customer service.

We are committed to growing our talent and to promoting internally, which will become even more important in the coming years as we continue to grow as a business and family. Therefore, we have invested in enhancing our talent and leadership programmes and will continue to do so.

DECLARATION, I confirm that the information in this statement is accurate.

Maureen Sandbach,
People Director

