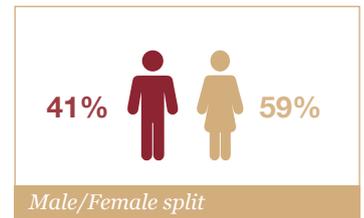


Gender Pay Report 2019

Our family business is committed to being an employer of choice, with a guiding principle of an equitable, egalitarian and inclusive approach to reward. We're committed to equal pay and welcome annual gender pay gap reporting to encourage businesses to review and develop their processes for ensuring equality.

At Bettys & Taylors we employ approximately 1,400 people in a diverse range of roles covering retail, catering, craft baking, manufacturing and support functions. Our workforce is 41% male and 59% female and our pay rates are based on job role and reviewed using a well-defined methodology including the benchmarking of roles with market data.

Our analysis confirms that men and women are paid fairly for the same job. Our gender pay gap is influenced by the demographics of our business, particularly the high proportion of women in Bettys front-line operational roles.



What is a Gender Pay Gap?

A gender pay gap is a measure of the difference in average pay of men and women across a business. It's different to an equal pay comparison which would involve direct comparison of two people or groups of people carrying out work of equal value. Businesses are required to report on six different gender pay figures:

- **The mean (or arithmetic average) gender pay gap.** This is calculated by adding all female employees' hourly rates of pay together and dividing by the total number of women, and adding all male employees' hourly rates of pay together and dividing by the total number of men. The mean pay gap is then calculated as the average male rate *minus* the average female rate *divided* by the average male rate.
- **The median gender pay gap.** The median is the mid-point when the hourly rates of pay of all employees are ordered from highest to lowest, or vice versa. The median pay gap is then calculated as the median male rate *minus* the median female rate *divided* by the median male rate.
- **A breakdown of workforce earning distribution by quartile.** The Lower Quartile contains the 25% lowest hourly rates of pay and Upper Quartile includes the 25% highest hourly rates of pay. This provides an overview of earning distribution between men and women across the company.
- **The percentage of women and men receiving bonuses.**
- **The mean gender bonus gap.**
- **The median gender bonus gap.**

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Both mean and median gender bonus gaps are based on the actual bonus payments received in the last year, rather than on hourly rates of pay.

Every relevant business must provide the same data working to the same methodology, allowing comparisons between different employers.

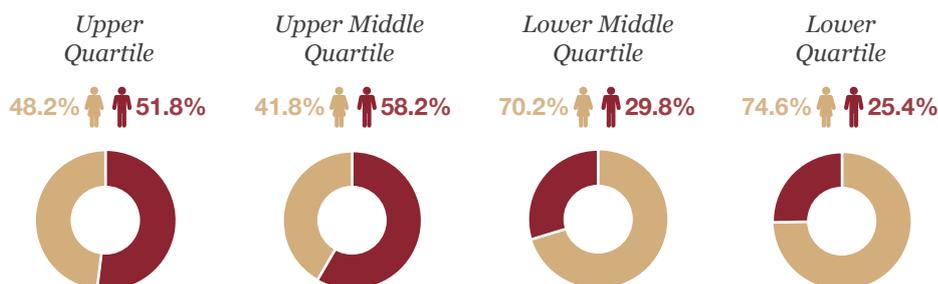
Our 2019 Gender Pay Data

	MEAN Gender Pay Gap	MEDIAN Gender Pay Gap
Bettys & Taylors Gender Pay Gap	21.3%	17.0%
UK National Average*	16.2%	17.3%
Bettys & Taylors Gender Pay Bonus Gap	38.3%	37.0%

*UK national average data sourced from the Office for National Statistics (provisional figures)

Percentage of employees who received a bonus:  91.8%  93.7%

Proportion of males and females in each pay quartile



All data based on a snapshot date of 5th April 2019

What's behind our Gender Pay Gap and how has it changed since last year?

Gender pay differences can be due to a number of factors. Our analysis shows we reward men and women fairly for the same job. Our pay gap is influenced by the demographics of our business. This includes:

- A significantly smaller number of men working in retail, catering and hospitality roles in Bettys – roles which make up a large proportion of our workforce. Within the retail and catering industry as a whole, the flexible and local nature of frontline roles are typically more favoured by women. In 2019, 72% of Bettys operational roles were held by women and just 28% by men.
- Taylors – like many manufacturing businesses – employs a large proportion of men in manufacturing operational roles. In 2019, men held 83% of Taylors production roles, while 17% were held by women.
- A higher number of men (67%) than women (33%) in the most senior roles in the organisation. This includes our Collaborative CEO team and Leadership Teams.

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Everyone working in our business plays a part in our success and we believe we should all share in our prosperity. All our people are eligible for our Group Prosperity Scheme bonus – a profit-sharing scheme, paid each quarter, at the same percentage of salary. The small number of employees who didn't receive the bonus largely represents recently recruited employees who had not received a bonus payment by the date we took our data snapshot (April 2019).

In line with the reporting requirements, the Bonus Gap figures are calculated by actual payments, rather than on hourly rates of pay. As such our Gender Bonus Gap figures are higher than the mean and median pay gap levels due to a larger number of women working part-time.

Our 2017 and 2018 Gender Pay Report can be found here:

www.bettysandtaylor.co.uk/resources. Year-on-year, our mean gender pay gap reflects relatively minor movements in the figures. For a business our size, just a few changes in post-holders from female to male and vice versa, can have an impact on the figures. The change to the median gender pay gap (from 8.6% in 2018 to 17.0% in 2019) is due to the fact that 2018 data included Easter bank holiday payments for some Bettys operational roles (Branches).

As a business we believe our focus should be on driving equality, opportunity and fairness for all, rather than activities that simply focus on the numbers. The data does, however, support debate and discussion and encourage us to continue to focus on processes and approaches that encourage equality and fairness for everyone.

What are we doing to ensure fairness for all?

We're committed to being a business that recruits and retains the best people and supports everyone to be the best that they can be – for everyone's benefit. We continue to have a full and varied training, learning and development curriculum including 1:1 development, a 'People Leader Academy', and leadership programmes to support employees to the next stage in their careers.

Our Equality & Diversity Policy outlines our commitment to a workplace which is fair for everyone; we've enhanced our maternity provisions, and in the year ahead, we plan to review our family friendly benefits and our approach to flexible working.

I confirm that these figures have been reviewed by our Collaborative CEO and that we're committed to equal pay and will continue to use the annual Gender Pay Report as an opportunity to review our performance and practices.



Paul Cogan
Group Finance and Resources Director

14th January 2020