

# Our Responsibilities

---

## GENDER PAY REPORT

Our ability to attract and retain talent is key to ensuring the continued growth of our business. We therefore strive to ensure a fair and equitable approach to all our people policies and practices including recruitment, reward and development.

All UK companies employing 250 people or more are required to publish and report their gender pay gap under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

The gender pay gap is the difference between the average hourly pay of women and men, expressed relative to male earnings. All calculations in this report are based upon UK payroll information recorded on 5th April 2018.

### *Definitions*

The median is the midpoint of a population. To calculate this we create two lines arranged in order of pay – one with all the women in the company, and the other with all the men. We then take the middle female in the line and the middle male in the line and compare their actual hourly rate. We then repeat this process for bonus payments.

The mean is the difference between the average hourly pay or average bonus payment for men and women in a company.

Pay quartiles are calculated by organising the pay rates from the lowest to the highest paid employee and splitting them into four equal sized groups.

### *Our Results*

Total % of men and women in our team:

- Men: 65.5%
- Women: 34.5%

% of men and women in each pay quartile:

Pay Quartile (Male) - Upper 69.8% - Upper Middle 72.5% - Lower Middle 70.0% - Lower 49.6%

Pay Quartile (Female) - Upper 30.2% - Upper Middle 27.5% - Lower Middle 30.0% - Lower 50.4%

% of men and women paid a bonus

- Men: 94.3%

- Women: 94.1%

All employees have the opportunity to receive a bonus. The key reason why the proportion of employees receiving bonus is less than 100% relates to the date employees start within the business, employees must be employed by 1st October of the relevant performance year to receive a bonus payment for that period.

#### *Our pay and bonus gender gap*

- Mean Pay Gap: 21.4%
- Mean Bonus Gap: 57.1%
- Median Pay Gap: 19.0%
- Median Bonus Gap: 36.0%

Our results show that we have a gender pay gap in the UK.

We believe our pay and bonus gaps are largely driven by an imbalance in the ratio of men and women across our business:

We have fewer women in the most senior positions including the Executive Team. As senior roles pay more than junior roles, the fewer number of women we have in senior roles, the greater the average gender pay gap. This is more pronounced in our manufacturing sites where the majority of senior roles are held by men. Reflecting the demographics of the broader manufacturing industry which traditionally attracted more men than women overall.

All employees participate in a bonus plan. However, the management incentive plan, paid to senior roles where the majority are currently men, contributes to the reported gap on bonus.

#### *What we are going to do*

We recognise that there is work to be done to improve the current gender balance within our business and will take appropriate action to move this forward.

This is not about promoting one group of people above the other, but about ensuring everyone, regardless of their gender, has an equal opportunity to develop and progress within Whyte and Mackay Limited.

Our commitment to improvement includes:

- *Recruitment* – reviewing our recruitment practices including advertising and sourcing routes to ensure they encourage a gender balance of applicants. Offers of employment are however always based upon candidate's skills, experience and attitude.
- *Flexible working* – whilst we already actively support requests for flexible working we will continue to explore ways to improve the options currently available.
- *Future workforce* – seeking opportunities to support organisations such as STEM which actively encourage and support females into careers within Science, Technology, Engineering and Manufacturing.

- *Training* – ensure all managers complete an appropriate programme of training regarding unconscious bias and diversity.
- *Pay* – review our remuneration practices and processes to ensure fair pay and reward for everyone

Fiona Gibson, Global HR Director March 2019

---