



Our 2018 Gender Pay Gap Report



INTRODUCTION

At Burton's we are proud to employ over 1,700 biscuit experts across the UK, baking some of the UK's most loved snack brands such as Wagon Wheels, Jammie Dodgers, Maryland cookies, Lyons, Fish 'n' Chips and Royal Edinburgh, alongside some excellent retailer brands and partnerships under exciting licenses. We have four Burton's bakeries, Edinburgh, Blackpool and Llantarnam, a Thomas Fudge's site in Dorset and a Head Office in St Albans.

The majority of our colleagues work in our bakeries (79%), making our delicious products and working hard to make every day more of a treat for our consumers.

As a business, we wholeheartedly believe in diversity and that our workforce should reflect our wide ranging consumer-base.

We must remember that, although the gender pay gap report gives us great momentum for reviewing and improving the opportunities available to men and women in the workplace, gender pay gap and equal pay are different matters. Gender pay gap is the difference in average pay between men and women in a business. It is different to equal pay, which is a legal requirement to pay men and women the same for equal

or similar work.

We strongly believe that our 7.1 mean pay gap – which is significantly lower than the National average mean of 17.9% (ONS – 2018) is an indication of our progress to date. Our existing policies and procedures support diversity and inclusion on a gender basis, however we are still committed to do more to improve our gender pay gap.

Diversity is a very broad matter and gender equality is one (important) part of our wider strategy. We are passionate about doing what is right for our employees and prospective employees and are fully committed to making Burton's Biscuits the employer of choice for colleagues of all backgrounds. We are proud of our existing gender pay gap number and are excited about reducing it even further with the plans we have in place.

We confirm that the data in this report is accurate.



Nick Field
CEO
Burton's Biscuits



Hayley Kingdom
HR Director
Burton's Biscuits

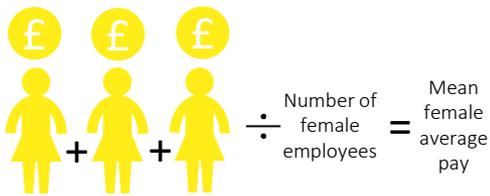
THE CALCULATIONS EXPLAINED

The gender pay gap shows the difference between the average (mean or median) earnings of men and women. This is expressed as a percentage of men's earnings (ACAS – 2018).

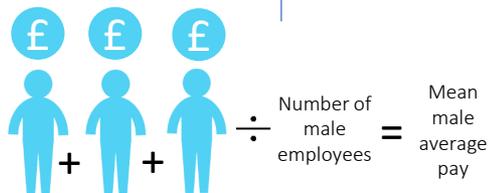
This report calculates the following:

1. The mean gender pay gap
2. The median gender pay gap
3. The mean bonus gender pay gap
4. The median bonus gender pay gap
5. The proportion of males receiving a bonus payment
6. The proportion of females receiving a bonus payment
7. The proportion of males and females in each quartile pay band

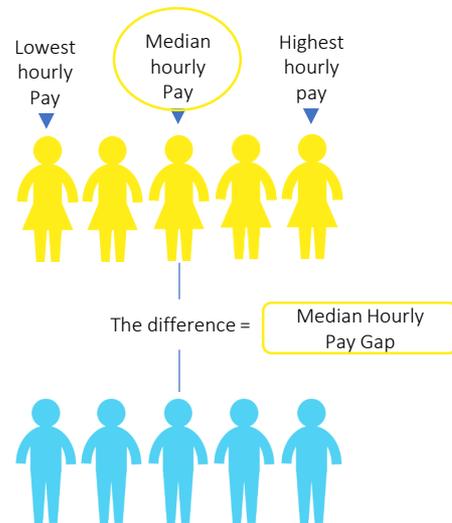
How we calculate the mean difference:



The difference = Mean Hourly Pay Gap



How we calculate the median difference:



How we calculate pay quartiles:

Rates of pay are placed into a list in order of value and the list is divided into four equal sections (quartiles).

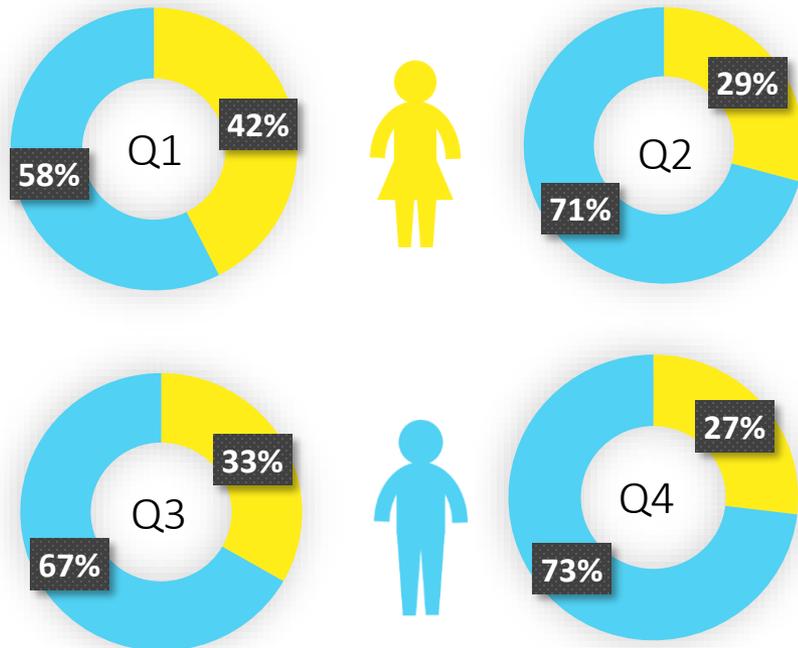
Each quartile will contain the same number of individuals. The regulations require us to report how many men and women are in each pay quartile expressed as a percentage within each quartile.

THE PAY GAP DATA

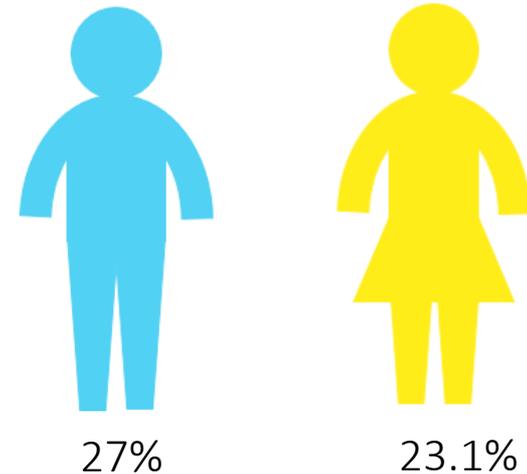
Difference between men and women:

	Mean	Median
Pay Gap	7.1%	9.4%
Bonus Pay Gap	13%	3.1%

Proportion of male and female employees in each quartile:



The proportion of male and female employees who received a bonus:



UNDERSTANDING OUR PAY GAP

The mean hourly pay gap at Burton's Biscuits is **7.1%** and the median is **9.4%** the overall UK median pay gap in 2018 was; Mean: 17.1, Median: 17.9% (Office of National Statistics).

Last year we learnt that female colleagues were relatively under-represented at senior levels in both our Senior supply chain roles and our Corporate Functions.

In 2018 We have focused on making our vacancies more appealing to women. Including a blanket policy which means all our roles can be considered for part time/flexible working. We have also successfully employed and promoted 6 graduates, 5 of which were women whom all have been promoted into larger roles.

We are very comfortable that we do not have any issue with equal pay and that our pay programmes support equal pay practices.

Having a gender pay gap does not automatically mean there is an equal pay issue. We will continue to monitor our policies and comply with all government legislation and our own

stringent policies.

The gender imbalance in the different roles (67:33) male to female in our bakeries and (47:53) in other roles will mean that there will be a gap.

Women are significantly under-represented in our most technical roles, which command a pay premium owing to the complex skill-sets required. Our Engineering function is a clear example. We face the same challenge as other businesses when it comes to female representation in this area. In the UK women make up 22% of those working in core STEM (Science, Technology, Engineering and Maths) occupations and therefore our programmes that specifically target women are invaluable and we expect to make some real progress in this area.

In 2018 at our head office 59% of our new starters have been women. At our bakeries its 33%, we have done a lot to attract women into our more senior roles. We are making significant progress against this and have appointed several women into our site leadership roles in 2018.

Our mean bonus pay gap is 13% whereas our median bonus pay gap is 3.1% which was a 8.1% decrease from last year.

We were pleased to pay out a Management bonus last year.

We have more men than women in our factories (67:33), both men and women will receive the same level of bonus (either site or Management bonus) however as there are more men this will impact the overall figures. With more men in the more senior roles any bonus pay out will indicate that more men got bonus than women.

We are confident that the gap is due to the higher number of men working in the roles vs women, something that we will be focusing on reducing over time (our colleagues don't leave us very often so will take some time to address).

As we attract more female employees into our bakeries in the future into higher level roles this will positively impact the numbers.

OUR COMMITMENTS -

1 Women In Business Programme for 2019

We will be launching a 'women in business' programme this year to support, encourage, grow and development of our women into more senior roles.

3 Maternity Support

We will offer coaching and additional support to women before, during and after maternity leave to retain talent within our business. Working with them to offer more flexible ways of working will support and retain our talented future leaders.

5 Talent and Succession Development

We will be developing a talent and succession plan to broaden our talent into wider more diverse roles and to ensure that we are looking broadly and cross functionally for succession.

2 Flexible Working and Flexible Job Design

We have now taken a step to advertise all of our roles with the option of full or part time. This enables us to widen the scope when recruiting and for people not to discount themselves on perceived restrictions of our roles.

4 Diversity Training

We will be rolling out diversity training for all people and Managers in the organisation, gender is only one element of diversity and we will ensure that Managers understand the part they play in creating a truly diverse workplace.

6 Coaching and Mentoring

We will be growing our coaching and mentoring programme for women which will give women strong female role models to support and assist them with their career development.