



# Gender Pay Gap Report

## 2018

# GENDER PAY GAP



We welcome the UK Government's new guidelines requiring large employers in the UK to disclose their gender pay gap. The data measures the difference between the average earnings of all male and female employees, irrespective of their role or seniority. It is distinct from equal pay, which is about ensuring that men and women are paid the same for carrying out work of equal value.

We are pleased to report that our mean gender pay gap of **10.6%** is substantially better than the national average of **17.4%** (National Office of Statistics' Annual Survey of Hours and Earnings 2017).

These results reflect our commitment to ensuring that every colleague is treated with fairness, dignity and respect and has access to the same rewards and opportunities.

Our customers come from a diverse range of backgrounds so it is crucial that our workforce reflects that. Our ongoing success is predicated on diversity and inclusivity which both influence our policies and culture at all levels throughout Young's; everything we achieve as a business, we achieve through our people.

The benefits of a diverse workforce are very clear; diverse teams drive originality and innovation, leading to greater engagement at work and better decision making while simultaneously helping to attract and retain great people.

We have made significant progress so far and have undertaken a number of initiatives in recent years to drive equality and inclusivity in our organisation. We have a good flexible working policy that we implement across our business.

As a well-known, consumer facing business, the advancement of women in the workplace is vital to Young's ongoing success and we want to ensure that women have access to every opportunity in order to progress to top roles. Despite the results of our gender report showing that we are ahead of the national average, we are not complacent and we are also developing a number of initiatives to further reduce the pay gap, including assessing our flexible/agile working and maternity and paternity policies for all of our employees.

As a business we are focused on recruiting the best talent to our organisation and it is important to note that that we don't discriminate based on gender; we employ the best person for the job. We also promote heavily from within and invest significantly in nurturing our talent.

We believe the strategies we have put in place will make a real difference.



Tracy Read  
People Director



GENDER PAY GAP

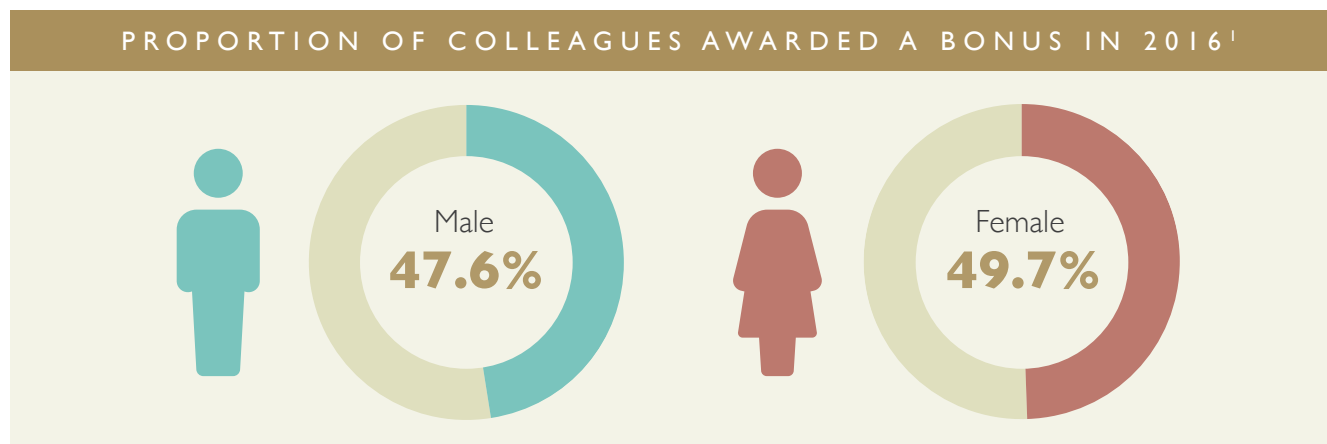
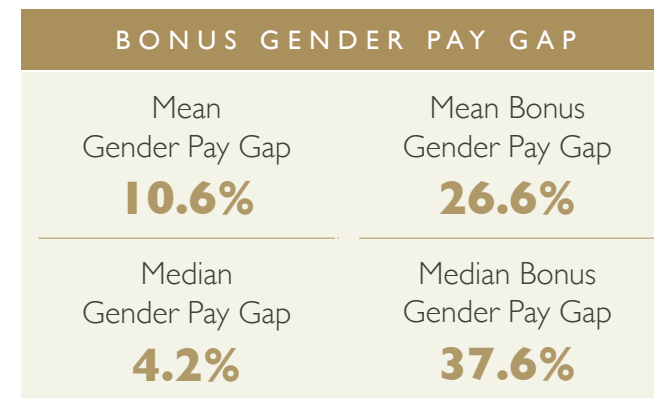
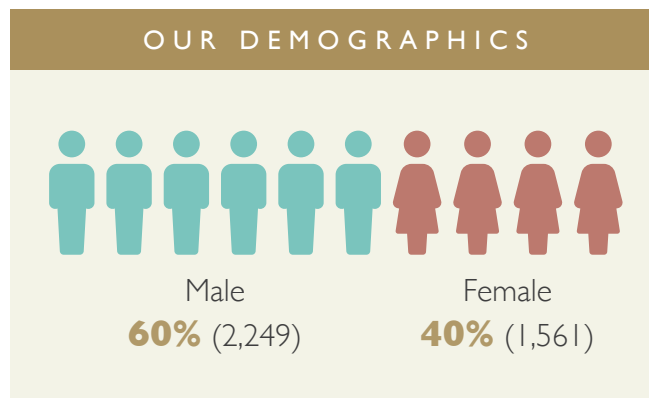
# GENDER PAY GAP RESULTS



The results are based on 3,810 employees, (2,249 Male and 1,561 Female) and we are pleased to report that women represent 40% of our workforce. We are confident that women are well represented at all levels of the business.

Young's has a mean gender pay gap of **10.6%**, considerably lower than the national average of **17.4%**. Our median pay gap is **4.2%**.

The proportion of men and women receiving a bonus is fairly equal at **47.6%** & **49.7%** respectively. However, our mean bonus gap is **26.6%** and the median is **37.6%**. Our bonus gender pay gap reflects the gender composition of our workforce and the fact we do have more males in our organisation and at senior levels. We have a high proportion of females in entry level roles where flexible working is more prevalent and we currently see more women than men wishing to work part-time.



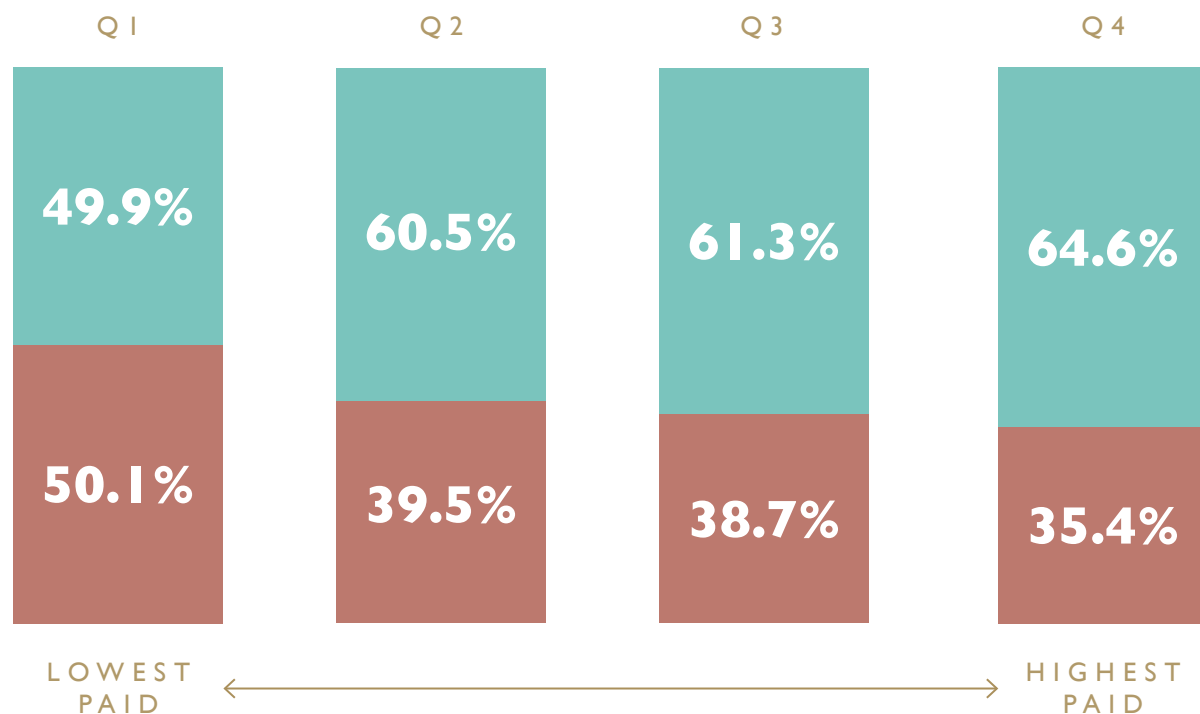
<sup>1</sup> Based on those employees eligible for bonuses

# PAY QUARTILES



The last requirement looks at our pay quartiles. We do this by splitting employees into four groups based on their pay, and showing the proportion of men and women in each group.

Our pay quartiles align approximately to where you'd expect them to be, based on our 60/40 demographic split.



The results are based on 3,810 employees –  
2,249 Male and 1,561 Female

## CONCLUSION FROM PATRICK DARDIS, CEO

**We are proud of our work on diversity,  
but we know there is more we can do.**

Our aim is to reduce our gender pay gap and to achieve real progress. We are also building a more flexible working culture so that all our people are supported to work in ways that better suit their lives. We believe the strategies we have put in place will make a real difference and we are committed to achieving a better gender balance.



Patrick Dardis  
Chief Executive