

Pentland Brands Gender Pay Gap Report 2018

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We want Pentland Brands to be a place where everyone is welcomed, supported and encouraged to grow and contribute. That's why fairness, equality and transparency is important to us.

Introduction

This 2018 report looks at the overall gender pay gap data for the wider Pentland Brands community, including our brand entities. This gives a more realistic picture of Pentland Brands pay in the U.K. than the report published on GOV.UK, which excludes data relating to employees working within our brand teams.

Our 2018 report shows an improvement in the median gender pay gap measurement, which is the better representation of like-for-like pay, with women's hourly rate 8.9% higher than men's.

The mean pay gap measurement shows women's hourly rate as 14.6% lower than men's and although this is an improvement on the 2017 data, it still reflects the disproportionate representation of men and women in our most senior leadership population. In 2018 we made a commitment to improve this by introducing a number of initiatives to help us progress in this area, resulting in some great senior leadership appointments towards the end of 2018.

While this improvement isn't reflected in our 2018 report, as it uses data captured on the 5th April 2018, we do expect the reduction in the mean pay gap measurement to be better reflected in our 2019 report.

We're committed to reducing the gender pay gap and throughout 2019 we'll continue to identify opportunities to do this.

This is our second time reporting on the gender pay gap and while we have made progress since our last report, we recognise that this is just the start of the journey.

In 2019 we'll continue to create inclusive and flexible workplaces. To do this we'll maintain our focus on diversity and inclusion collectively across the business and use the gender pay gap as one of the ongoing measures of how we're progressing.

[Andy Long](#)
CEO, Pentland Brands

2018 findings

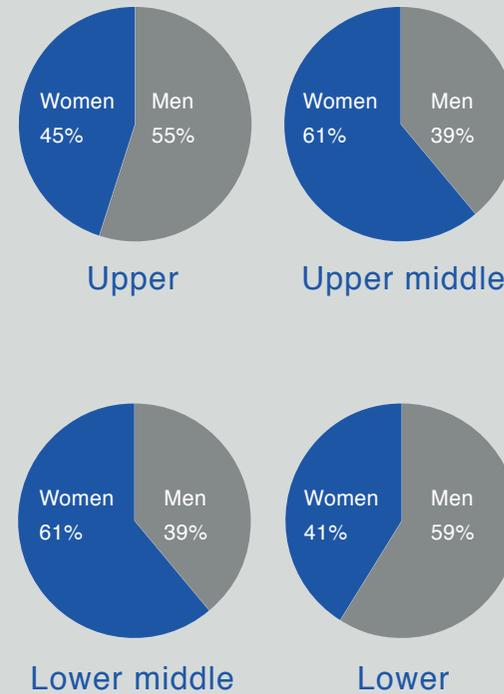
Our gender pay gap data shows an overall snapshot taken on 5th April 2018 and includes all employees from Pentland Brands Limited and its brand companies (Speedo, Berghaus, Mitre, Canterbury).

Women's pay and bonuses compared to men's*	Median	Mean
2018 hourly rate of pay	8.9% higher	14.6% lower
2017 hourly rate of pay	5.9% higher	18.4% lower
2018 bonus paid	2.0% lower	48.0% lower
2017 bonus paid	3.7% higher	49.9% lower

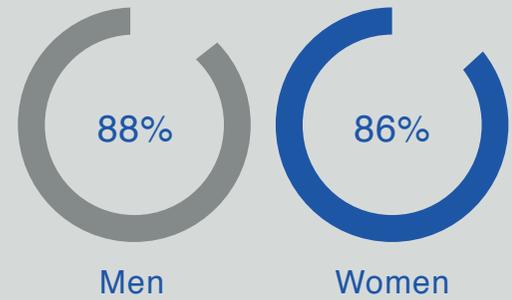
* Data found in this report is correct as of April 2018. When we look at the mean, we see larger variations due to imbalanced gender representation at various levels, rather than due to pay inequality in like for like roles. It does signify a need to take action at ensuring greater gender balance, particularly in areas such as our senior leadership population.

"Our Gender Pay Gap figures have been calculated in line with the regulations set out in the Gender Pay Gap reporting legislation. I confirm that these figures are accurate." Andy Long, CEO

Gender ratio by quartile:



Paid a bonus:



The median gender pay gap measurement shows that women's hourly rate is 8.9% higher than men's. While the median bonus gap is slightly down on 2017, a very high percentage of employees received a bonus in 2018 - 86% of women and 88% of men.

We continue to be focused on building the pipeline of female talent in the business, which means we have a strong population of women in the upper (45%) and upper middle (61%) pay quartiles and over 40% of our UK senior leadership population are women.

The mean pay gap and bonus measurements still reflect the disproportionate representation of men and women in our most senior leadership population. In this reporting period, our Chair, CEO and 78% of our Executive team were male. Viewed alongside the median measurement, we're clear that our challenge is in increasing the number of women at the highest level of our organisation.

2018 progress

In 2018 we made a commitment to make improvements in the areas where there are still differences. We did this by:

- + Running unconscious bias training sessions for all of our senior leaders as well as different communities across the organisation.
- + Introducing a new flexible working policy, offering employees flexible core working hours and the opportunity to work from home.
- + Embedding our diversity and inclusion principles into our management, our leadership training and our onboarding experience.

In addition to the above, we widened our university and college search to capture a more diverse pool of graduates and interns. In order to create a fairer and more consistent approach, we also improved our bonus goal-setting and performance reviews across the business.

2019 actions

We're committed to making improvements where there are still differences and believe we can do this by increasing the gender diversity in our most senior leadership roles.

We'll continue to support this by:

- + Tracking our gender balance across all vacancies.
- + Further developing and embedding job banding.
- + Educating Hiring Managers on our diversity and inclusion principles.
- + Joining new job forums that attract senior female talent.
- + Piloting a global mentoring programme to help grow our female leadership pipeline.
- + Continue to rollout unconscious bias training.