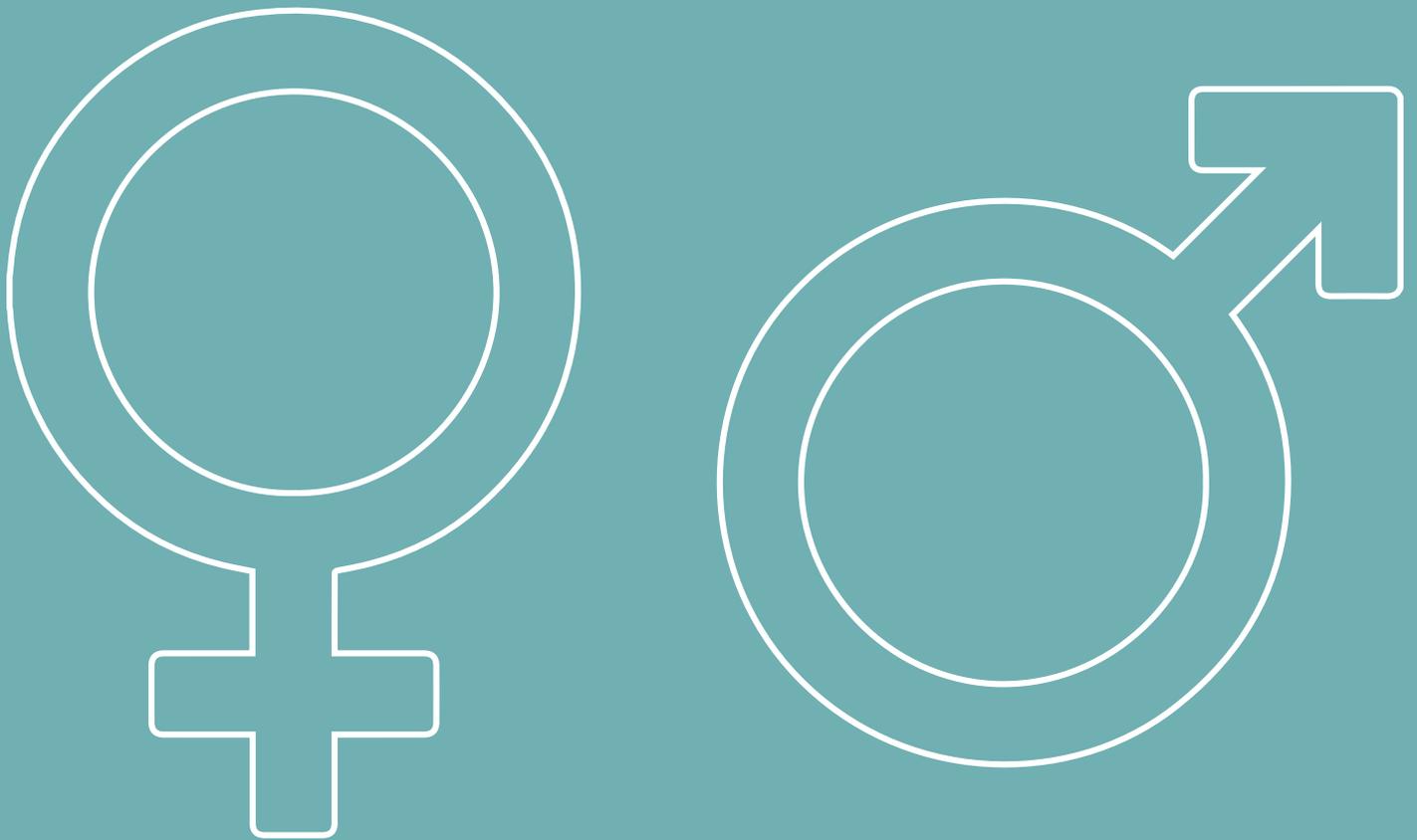


# GENDER PAY

## 2017 REPORT



**Enotria&Coe**

# Introduction

At Enotria&Coe we believe in transparency, and sharing our Gender Pay Gap Report is a great opportunity to further our approach to an open culture and exploration of equality and how this is managed in the workplace. Our report is collated utilising the approach required by the regulations, and therefore calculations are based on male and female pay comparisons. We are really proud to share our results which reflect that although we have a gap, in comparison to National UK averages we demonstrate positive results.

	National UK Average	E&C
<b>Mean</b>	17.4%	<b>+9.1%</b>
<b>Median</b>	18.4%	<b>-12.1%</b>

Our organisation is currently 75% male dominant and has been so for many years. We recognise through our recruitment processes that, for a number of roles within our business, applicants are predominantly male and this is driven to a large extent by the fact that 38% of our workforce is made up of warehouse and driver roles. Within our head office functions, which represents 35% of our total staff, we see a much more equitable split between genders: 56% are female and 44% are male.

It is our intention to utilise the findings of this report to challenge ourselves as an Executive Leadership Team, to encourage and understand our diversity disparities and consider any possible proactive opportunities to enhance results positively on an ongoing basis.

However, as a business we take our people responsibilities and equality seriously, our workforce is diverse and we aspire to encourage everyone to be their best and grow and develop. We will continue to offer the best possible opportunities to everyone regardless of gender, seniority or any other factor.



# Understanding the Gender Pay Gap

The regulations require us to show in this report the differences in average pay between men and women. The data is collated across all departments and roles across the business.

This report should not be confused with an equal pay comparison, which involves direct comparison of two or more individuals who carry out the same or similar roles.

One of the main drivers of the Gender Pay Gap is to reflect that within society it is more likely that men will end up in more senior roles than women.

## How are the Median and Mean Gaps Calculated

We have carefully followed the regulations, and we have taken pay data from the entire business, which is made up of a wide variety of roles.

To calculate the median average we created a list of all female colleagues' pay and placed them in order from lowest to highest, then we did exactly the same for all of our male colleagues. We then identified the middle salary for each gender. The median gender pay gap is the difference between the salary of the female colleague in the middle of their list and the salary of the male in the middle of their list.

The other calculation which we have to report on is the mean gender pay gap, this shows the difference in average hourly pay between men and women.

The calculations are based on employees who received full, normal pay in the April 2017 payroll, not including overtime. The proportion of bonus payments awarded over the 12 months up to April 2017 is also reported.

## How are the pay quartiles calculated?

We are also required to report on pay by quartile. Our quartiles are calculated by listing all pay rates for the business, lowest to highest, then splitting the list into four equal sized groups and showing the percentage of males and females within each of the quartiles.

# What is included in Calculations?

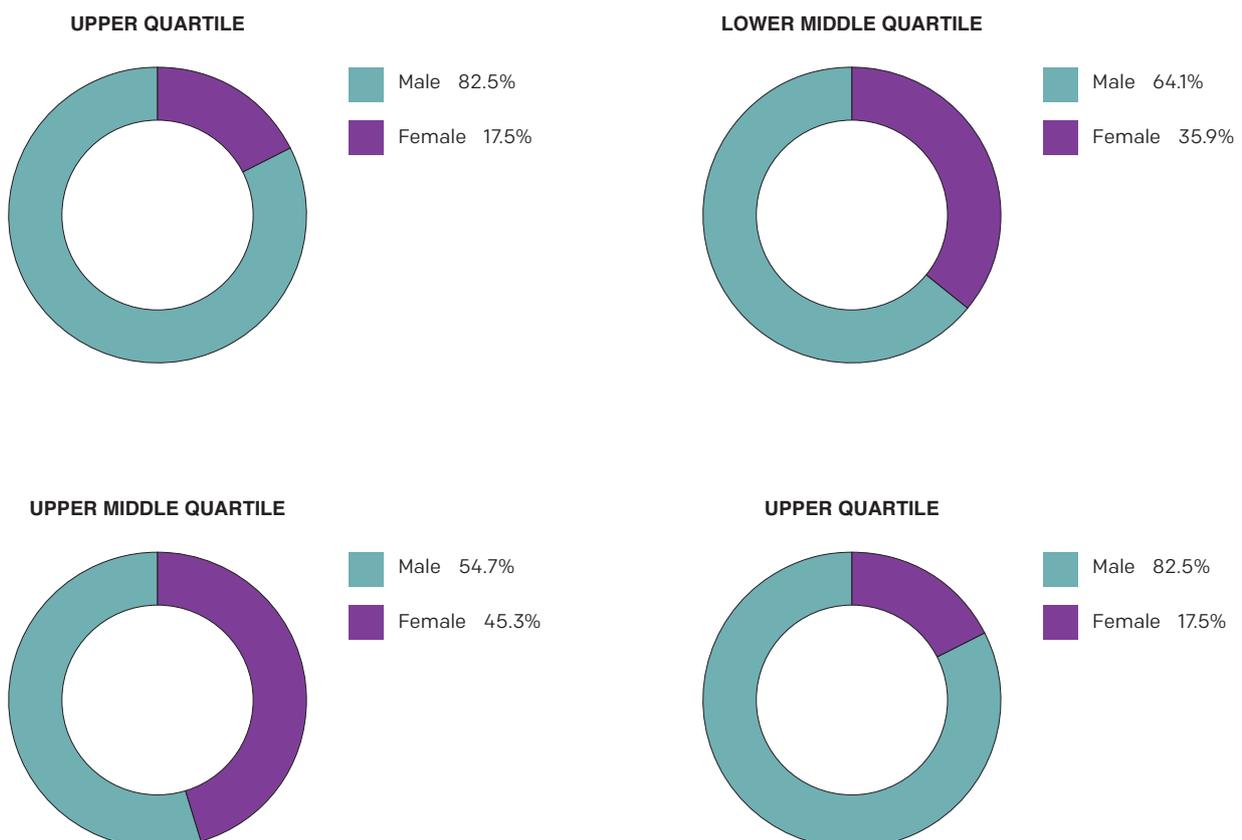
The information used to calculate mean and median pay and also percentage by quartile is based on salary data from April 2017.

Bonus pay is calculated from any bonus payments made as a result of the 2016 Bonus schemes which were paid in quarter 1 of 2017. Additionally, bonus payments also included were departmental incentive schemes, length of service bonus payments and recruit a friend incentive payments.

## 2017 Result

We recognise that within our pay ranges we do have gaps. However, we are confident that we understand the reasons for this and that they are not created by men and women being paid differently to do the same jobs, but are driven more by some of the more gender dominant environments of our business.

## Proportion of male and female employees by quartile



# Difference between men and women

	National UK Average	E&C
<b>Mean</b>	17.4%	+9.1%
<b>Median</b>	18.4%	-12.1%

Estimates from published surveys suggest that the UK mean pay gap is 17.4% whilst the median pay gap is 18.4% and therefore our results indicate that our gap is better than average.

These results reflect the male dominance of our workforce and also that our male population dominates roles within the upper and lower pay quartiles. We currently have low female representation in both of these quartiles, this is certainly an area for monitoring, and in particular consideration in encouraging development of our female population to grow a stronger representation into the upper quartile.

# Bonus Pay Difference between men and women

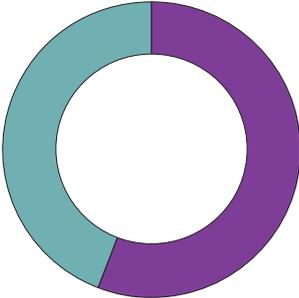
	Difference in bonus payments
<b>Mean</b>	35.1% Men
<b>Median</b>	19.6% Women

The proportion of male relevant employees in receipt of a bonus is 35%

The proportion of female relevant employees in receipt of a bonus is 28%

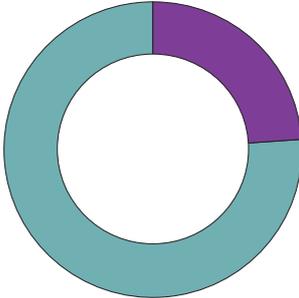
# Staff Mix across divisions

OFFICE STAFF



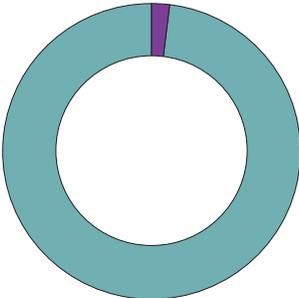
35% total staff  
Male 44%  
Female 56%

SALES STAFF



27% total staff  
Male 76%  
Female 24%

WAREHOUSE STAFF



39% total staff  
Male 98%  
Female 2%



# Behind the Scenes

Our data is based upon a lot of information and, looked at in isolation, it can give a misleading impression. We take a very fair approach to people, whether it is recruitment, pay or development and promotion opportunities. We take each of these elements very seriously, and so it is important for us to understand and explain what we have learnt from collating the gender pay data and what we intend to do.

Whilst it is easy to look at total averages and make assumptions, we should also consider pertinent factors, for example, we have a high proportion of colleagues (38%) who work in the operational side of the business and earn within the lower quartile. This part of our business is mainly male dominated and is likely to remain so.

Both the economy as a whole and the balance of men and women across job levels is a key factor contributing towards the pay gap.

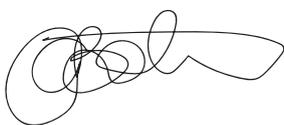
We will continue to monitor our progress, and look for positive ways to step change our gender pay gap. In particular, we will proactively monitor our Sales and Warehouse / Transport divisions to seek to ensure that our positive median gender pay and bonus gap is protected and does not diminish.

Part of our ongoing development strategy will see us investing more in training and development. One of the key plans for 2018 is to launch Evolve, this is our first focused management development programme that will lead to a degree equivalent qualification for those who complete the programme, we hope that the application process for this will see an equal take up by males and females. However, places are limited to 5/6 and we will maintain our integrity as a fair employer by only enrolling those suitable and performing at the level which will enable them to succeed.

## Final Statement

The data and information that this report highlights will continue to be monitored and reviewed to ensure that we continue to progress and consider alternative opportunities to close our gender pay gap, as much as possible.

The information and data contained covers all Enotria&Coe colleagues and I can confirm that the information contained herein is accurate.



**Gemma Bolton**  
**Director of HR**  
**Enotria&Coe**