



# Gender Pay Gap Report 2020

# GENDER PAY GAP



Gender Pay Gap 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 **9.6%** is substantially better than the national average of **17.3%** (National Office of Statistics' Annual Survey of Hours and Earnings 2019). We are also pleased that, in line with the national trend, our mean gender pay gap has reduced over the year.

These results reflect our ongoing 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. Diversity and inclusivity influence our policies and culture at all levels throughout Young's; we are aware that everything we achieve as a business, we achieve through our people.

We continue to undertake initiatives throughout our business to further improve equality and inclusivity in our organisation. We have a good flexible working policy that we implement across our business and provide considerable mental health support to our employees; all initiatives that ensure that the diversity of our workforce represents the diversity of our customers and the community at large.

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. We actively consider initiatives which would increase the diversity of workplace and, in particular, promote the advancement of women at Young's.

As a business, we are focused on recruiting the best talent to our organisation and it is important to note that we do not discriminate based on gender; we employ the best person for the job, developing our talent internally to promote from within.

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



Tracy Dodd

People Director



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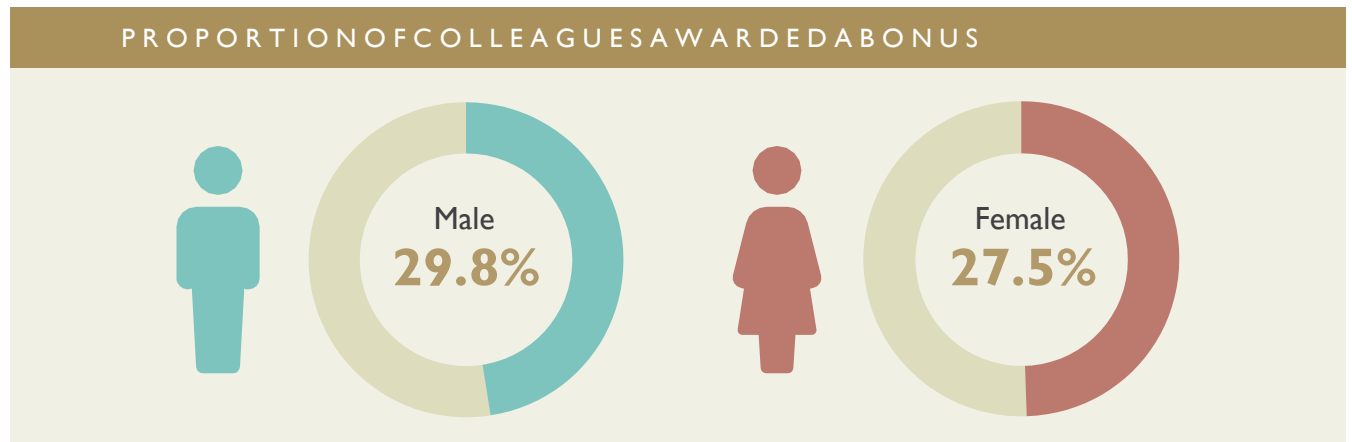
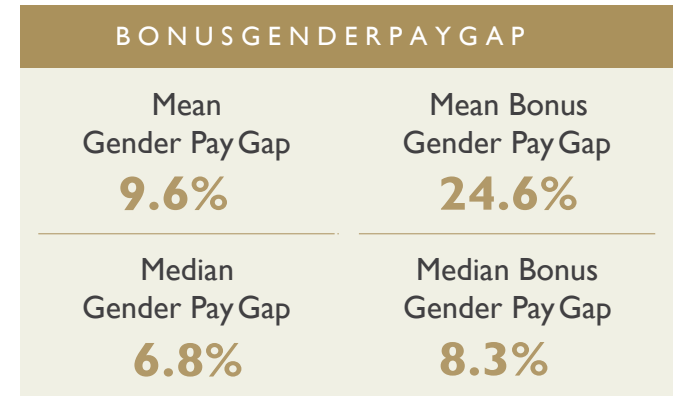
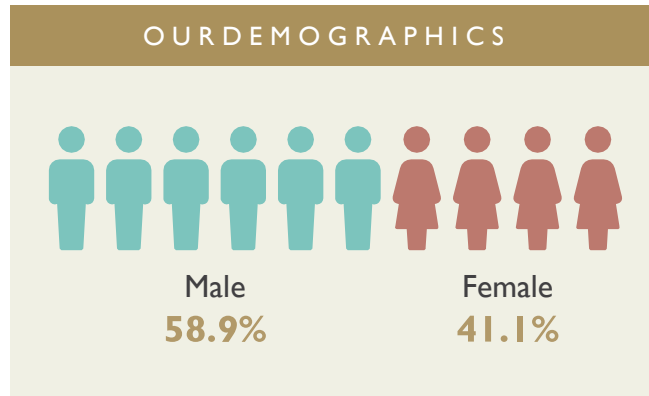
# PAY QUARTILES



The results are based on 4,600 employees, (1,892 Female and 2,708 Male) and we are pleased to report that women represent 41.1% 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 **9.6%**, considerably lower than the national average of **17.3%**. Our median pay gap is **6.8%**.

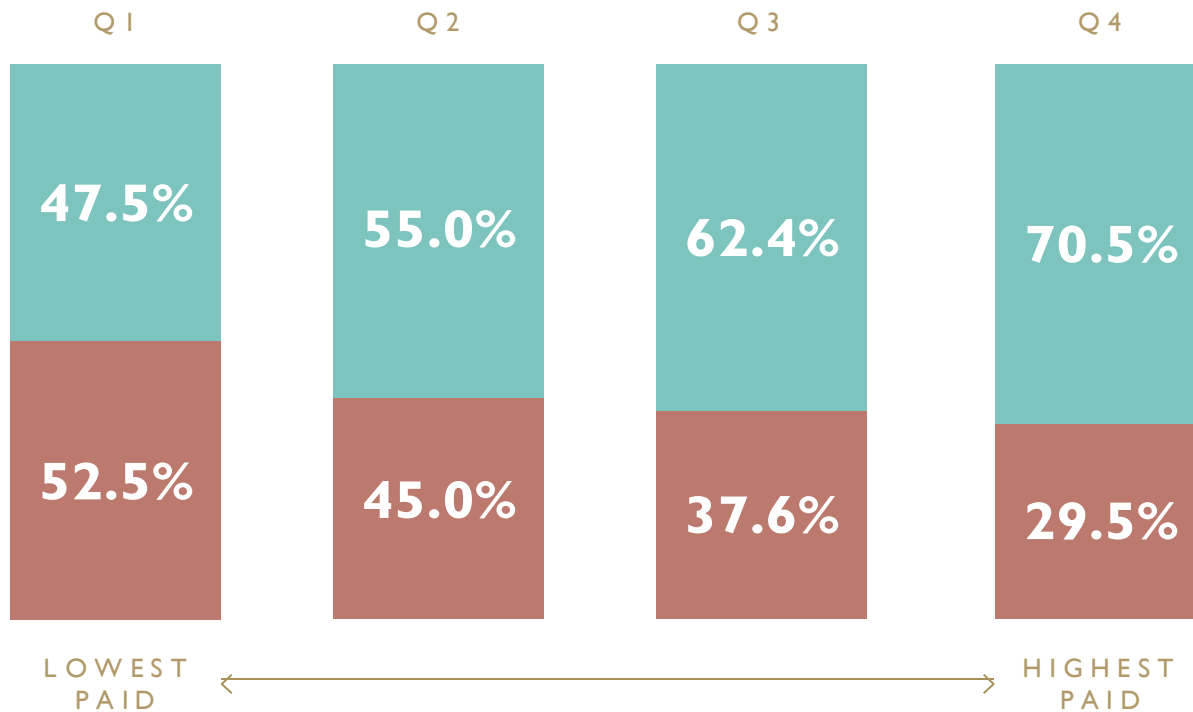
The proportion of men and women receiving a bonus is **29.8%** & **27.5%** respectively. Our mean bonus gap has reduced from 49.8% to **24.6%** and the median bonus gap has also reduced to **8.3%**. Our bonus gender pay gap reflects the gender composition of our workforce and the fact we do have more 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.



# 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 roughly 60/40 demographic split.



## CONCLUSION FROM PATRICK DARDIS, CEO

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

We aim to reduce our gender pay gap and to achieve real progress; we are proud of the success we have made towards achieving that goal. We continue to build a more flexible working culture so that all our people are supported to work in ways that better suit their lives. The strategies we have put in place make a real difference and we are committed to achieving a better gender balance.



Patrick Dardis  
Chief Executive



The results are based on 4,600 employees – 2,708 Male and 1,892 Female