

Pentland Brands Gender Pay Gap Report 2019

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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 2019 report looks at the overall Gender Pay Gap data for Pentland Brands in the UK. The results are largely unchanged from 2018, with some limited progress in closing the median and mean gender pay gaps.

The median gender pay gap, which is the better representation of like-for-like pay, for women is 2.7% higher than men's and the median bonus paid is 5.3% lower. The mean gender pay gap shows women's hourly rate is 13.2% lower than men's and the mean bonus paid is 56.0% lower.

We have processes in place to ensure that individual pay is determined for every role in the organisation on a fair and comparable basis. Our Reward Forum, advised by reward specialists, reviews our policies, approach and proposed changes on a monthly basis. As a result we are confident reward decisions across the organisation are made in a consistent and fair way, minimising the risk of conscious or unconscious bias. While we are pleased to have increased the number of women employed in the upper quartile from 45% in 2018 to 47% in 2019,

we are still mindful that there is a less proportionate representation of men and women in our most senior leadership population (director and above).

To improve this, we introduced a number of initiatives to help us to increase the number of women in our most senior leadership positions, resulting in some great senior leadership appointments in 2019. However, we acknowledge that we've not made as much progress as we would have liked, so this year we have set-out a clear three-year plan to help us to achieve our targets to increase the number of female directors within our organisation and help us further reduce the mean gender pay gap.

Andy Long
CEO, Pentland Brands

2019 findings

Our gender pay gap data shows an overall snapshot taken on 5 April 2019 and includes all employees from Pentland Brands Limited and its brand companies (Speedo, Berghaus, Mitre, Canterbury).

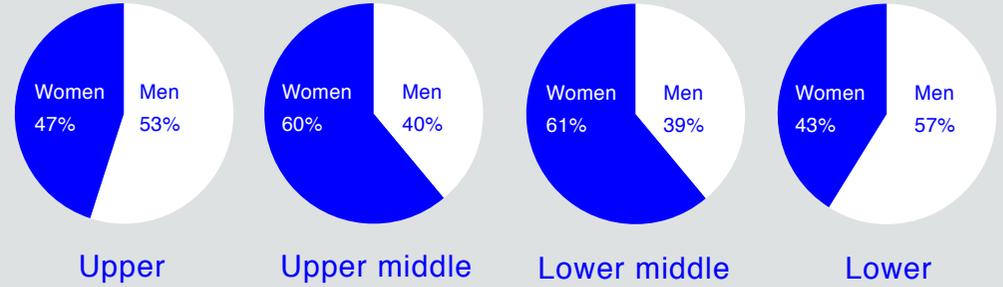
Women's pay and bonuses compared to men's*	Median	Mean
2019 hourly rate of pay	2.7% higher	13.2% lower
2018 hourly rate of pay	8.9% higher	14.6% lower
2017 hourly rate of pay	5.9% higher	18.4% lower
2019 bonus paid	5.3% lower	56.0% lower
2018 bonus paid	2.0% lower	48.0% lower
2017 bonus paid	3.7% higher	49.9% lower

* Data found in this report is correct as of April 2019. 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.

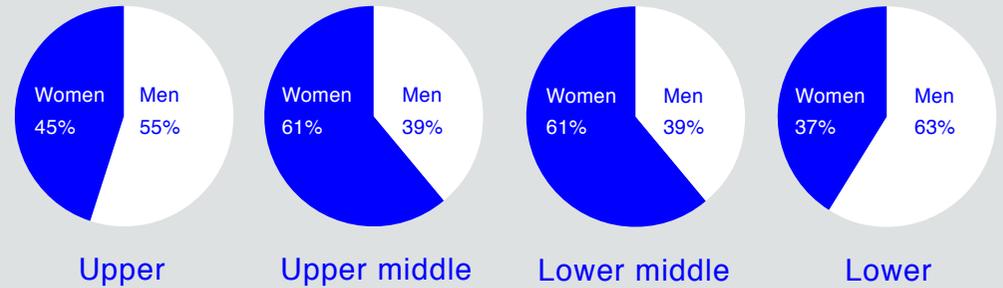
"Our gender pay gap figures have been calculated in line with the regulations set out in the Gender Pay Gap reporting legislation. I confirm that these figures are accurate." Andy Long, CEO

Gender ratio by quartile:

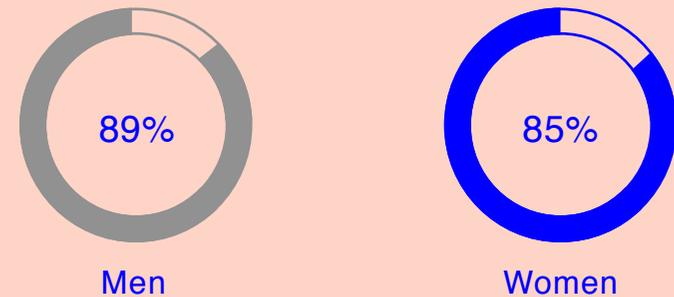
2019



2018



Paid a bonus:



Progress

There is some progress in closing the median gender pay gap, which shows that women's hourly rate is 2.7% higher than men's, versus 8.9% higher in 2018.

The mean gender pay gap has also closed slightly, with this measurement showing women's hourly rate is 13.2% lower than men's, versus 14.6% lower in 2018.

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 (47%) and upper middle (60%) pay quartiles.

A very high percentage of people receive an annual bonus. In 2019, 85% of women and 88% of men received a bonus, versus 86% of women and 88% of men in 2018. The only people not in receipt of a bonus are those who have not been employed long enough or those who have resigned from their position with the business.

While the mean gender pay gap and bonus measurements still reflect the disproportionate representation of men and women in our most senior leadership population, during this reporting period, 28% of our Executive team were female (up from 14% in 2018). 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 (director and above).

2020 Actions

We conducted more in-depth analysis of the data, to better understand where we have gaps and where we have areas for improvement. This has resulted in a number of actions to help us to make progress in the areas where we have the biggest differences.

Tackling unconscious bias

- + We continued to run company-wide unconscious bias training.
- + We embedded unconscious bias principles into our talent and hiring process, to make sure progression conversations are fair and objective.

Improving policies & best practise

- + We ensure we internally and externally benchmark compensation for roles.
- + We enhanced our flexible working policies and practises.
- + We improved our maternity, paternity and compassionate leave offering.
- + We improved our return to work policies and support.

Employee engagement

- + We raised employee awareness and engagement through a speaker series and internal communications campaigns (including support of International Women's Day).
- + We introduced a mentoring programme across the business for female talent.

Recruitment

- + We expanded our recruitment searches by advertising roles on targeted platforms such as [workingmums.co.uk](https://www.workingmums.co.uk)



Three Year Plan

While the data shows some small improvements in closing both the median and mean gender pay gaps, we are also clear on the improvements needed to increase the number of women at the highest level of our organisation.

We are committed to doing this and have challenged ourselves to deliver our target of 45% female directors. We have a plan, approved by the Pentland Brands Executive team, that sets out clear actions over the next three-years and we'll share progress on this plan in our future reports.

Specific actions include aiming for balanced interview shortlistings for Senior role appointments, and promoting inclusive practices through more storytelling by our Executive and Senior Leaders.