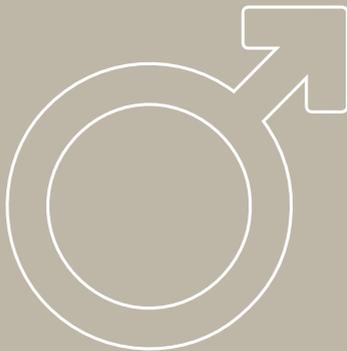
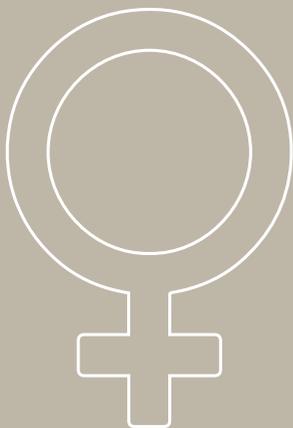


**E
&C**

Gender Pay Report

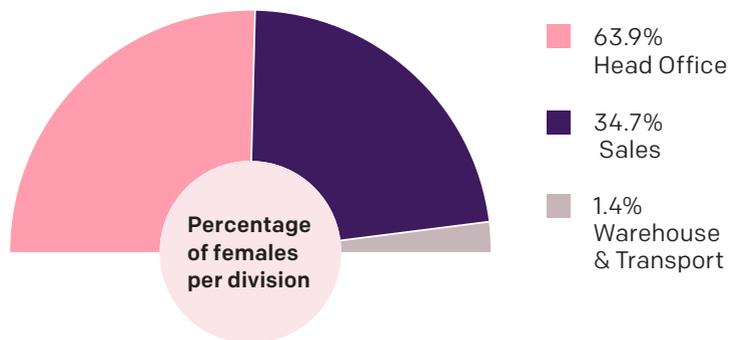
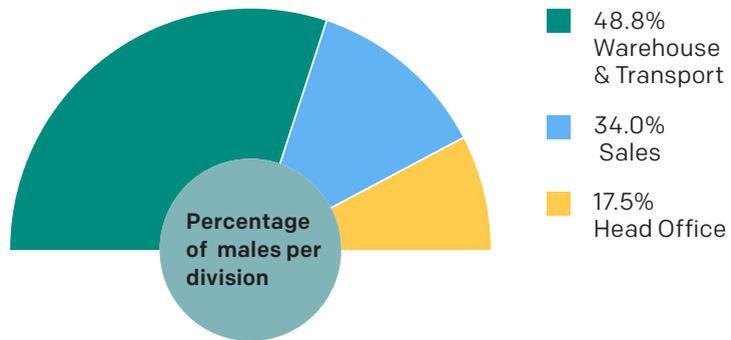




Introduction

At Enotria&Coe we believe in an open culture and taking ownership of promoting equality and diversity in our workplace. We are really proud to share our 2018 Gender Pay Gap results which show that our gender pay gap has reversed so that females now have slightly higher mean average pay, and significantly higher median average pay. This is in contrast to the UK average which has shown little progress in improving the gap between male and female pay.

	National UK Average	E&C
Mean	-13.1%	+0.7%
Median	-9.6%	+26.2%



Our organisation remains 75% male dominant.

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 99% of the Warehouse and Transport teams are male, and 74% of our Sales teams are male.

We have seen an increase of females in our sales team, moving from 24% female in the 2017 report to 26% female in 2018. This is a really positive step in a traditionally male dominated area of our business.

Within our head office functions, which represents 29% of our total staff, we see a much more equitable split between genders: 55% are female and 45% are male.

It is our intention to utilise the findings of this report in comparison to 2017 and the UK average to challenge ourselves as an Executive Leadership Team, to encourage and understand our diversity disparities and consider any further 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.



Gender Pay Gap

Understanding

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 2018.

Bonus pay is calculated from any bonus payments made as a result of the 2017 Bonus schemes which were paid in quarter 1 of 2018.

Additionally, bonus payments also included were departmental incentive schemes, length of service bonus payments and recruit a friend incentive payments.

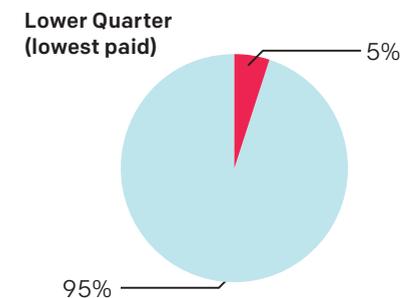
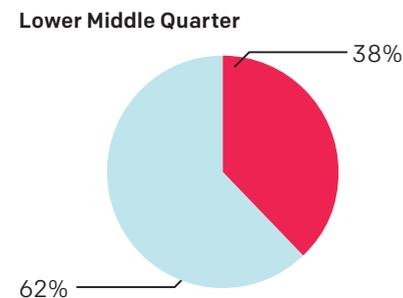
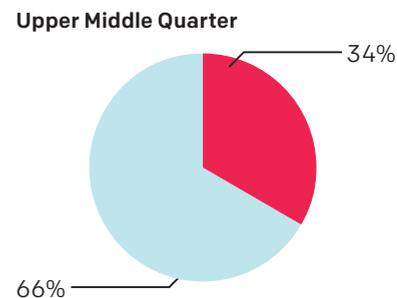
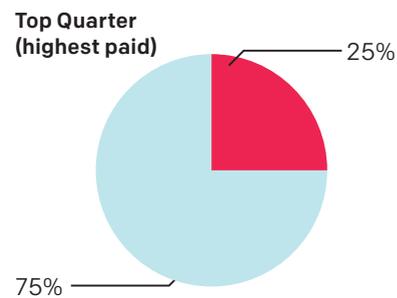


2018 Results

	UK Results 2018 vs 2017	E&C
Mean	13.1% (+0.2%)	+0.7% (+9.8%)
Median	9.6% (-0.4%)	+26.2% (+14.1)

Proportion of male and female employees by quartile

Female Male



We recognise that within our pay ranges we do have gaps.

However, the data shows that these gaps are caused by the dominance of males in certain areas of our company, rather than men and women being paid differently to do the same jobs.

Both our mean and median results have improved significantly, whereas the UK averages have largely remained the same.

Our male population continues to dominate roles within the upper and lower pay quartiles.

We currently have low female representation in both of these quartiles. We are behind the UK average of 38% females in the top quartile of pay, but we have already made real strides towards achieving a better balance in the top quartile as in 2017 only 17.5% was female and now 25% are female.

Bonus Pay Difference between men and women

The difference in 'mean' bonus payments is **45.2% - higher for men**

The difference in 'median' bonus payments is **50.0% - higher for women**

The proportion of **male** relevant employees in receipt of a **bonus is 13%**

The proportion of **female** relevant employees in receipt of a **bonus is 11%**

Our average gap for bonus payments has significantly increased for men since 2017.

Although the results are not as good as 2017, we believe that the results do not present the full picture as the number of bonuses awarded reduced drastically in 2018 and the data is therefore based on a

much smaller sample. Bonuses are also most commonly paid to the Sales teams, which is 74% male.

	2017	2018	Difference
Office	35% total staff 44% male / 56% female	29% total staff 45% male / 55% female	-6%
Sales	27% total staff 76% male / 24% female	34% total staff 74% male / 26% female	+7%
Warehouse	38% total staff 98% male / 2% female	37% total staff 99% male / 1% female	-1%

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, reward 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 50% of males work in the operational side of the business, whilst 73% of females are employed in office based roles and only 5% earn in the lower quartile.

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 continuing to invest more in training and development.

In 2018 we launched two new management training programmes for managers and just over 50% of the attendees are female, particularly women who have been recently promoted to ensure they are fully trained and supported in their new roles to be successful.

To continue upskilling our managers we will be launching a third management programme in 2019.

We also launched our senior management team to support our executive leadership team. This group of individuals will be offered additional investment and development, as well as an enhanced bonus scheme.

This group is 46% female and 54% male.



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

