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Martin Brower UK: Gender Pay Narrative

Gender Pay Gap reporting applies to all employers in England, Wales, and Scotland with at least 250 employees as of the 5th April 2020 snapshot date. Due to the Coronavirus outbreak, and the unprecedented uncertainty and pressure faced by employers, the Government Equalities Office (GEO) and the Equality and Human Rights Commission (EHRC) announced a decision on 24th March 2020 to suspend enforcement of the gender pay gap deadlines for reporting year 2019/20.

Martin Brower remains committed to reporting data for this period and have prepared a Gender Pay Narrative to cover this period.

Foreword

From our global supply chain network and distribution centres and into our customers hands, Martin Brower, takes supply chain management personally. We ensure our customer is well equipped with the right products at the right time, delivered with the most insightful market information and data-rich tools to grow their business with confidence. We do more than procure and move product; we deliver smart insights by collaborating and innovating every link in the supply chain – making it easier to run great restaurants.

We are a company with innovation at the core ... where ingenuity is continually encouraged, and imagination is carefully nurtured. In a time of creative disruption and rapid advancement, every employee has a pivotal contribution to make. At Martin Brower, we empower our people with the latest tools and technology and immerse them in a culture of infinite possibilities. In turn, they steer our thinking and guide our transformation as a company and as an industry.

Our diverse and talented team members have driven our reputation for excellence over six decades. As part of Martin Brower, employees have an unmatched opportunity to innovate the supply chain industry. Each employee's contribution is nurtured in a culture that empowers and rewards and supports the quest for individual growth. We believe that together, we are stronger.

Like many organisations, COVID 19 has had a significant impact on our organisation. In some departments, we have needed to furlough teams, adapt quickly to remote working, and assist individuals with shielding / self-isolating or increased childcare / home-schooling responsibilities.

The full impact of COVID-19 will be reflected in our 2021 gender pay gap reporting as the consequences for women of increased childcare/home schooling responsibilities and furlough are realised. We recognise that these pressures are being distributed across the workforce and creating the potential for the gender pay gap to widen as a result across the UK. We believe at Martin Brower it is therefore even more critical at this time to remain committed and focused on equality as we work towards a more gender balanced workforce.

We continue our journey towards a more gender balanced organisation, building upon the action plan we established to improve our programmes and activities already in place. We have a mean gender pay



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gap of 1.01% and a median gender pay gap of 2.80%, both favouring females. These figures are significantly lower than the national figures reported by the Office of National Statistics.

We are pleased that we see positive year on year trends in the form of a narrower mean gender pay gap continuing to favour females and a significant narrowing at the median. We also observe a significant narrowing median and mean bonus gap. We actively continue to invest in providing access to training and development opportunities to our entire workforce to encourage and promote progression across the organisation.

Females currently represent just 19% of our overall workforce and we are pleased that last year, 16% of our new hires were female.

In our fourth reporting year, we continue to embed and build upon the initiatives previously implemented and are collectively influential in taking strides towards making Martin Brower a fair and balanced workplace and encourage greater female representation across the organisation.

We continue to actively focus on increasing the proportion of female candidates identified for new roles and on developing alternative recruitment pipelines.

Martin Brower harnesses the power of inclusion to our strategic advantage - our global Diversity, Equity and Inclusion programme will be influential in making strides towards making Martin Brower a truly inclusive organisation through our culture and workplace environment.

Our HR policies encourage and support flexible working within the organisation and are working to ensure that what we have in place works for everyone. Our HR team actively supports our diversity message across the organisation by positively influencing and challenging hiring managers to ensure they recognise how their individual behaviours and actions impact our overall ability to create an open, fair, and inclusive workplace culture.

We are committed to maintaining the momentum we have experienced over the last few years as we strive towards a more gender balanced organisation.

1. Gender Pay Gap

Mandatory Gender Pay Gap Reporting applies to all private and voluntary sector employers in England, Wales, and Scotland with at least 250 employees as of the 5th of April 2020 snapshot date. Those organisations are required to publicly report their gender pay gap metrics as follows on the government-sponsored website, **with the aim of eliminating the gender pay gap:**

Mean gender pay gap	Median gender pay gap	Gender bonus gap
Difference between average hourly earnings of males & females	Difference between median hourly earnings	Proportion of male & female employees receiving bonus within the 12 month period

Mean gender bonus gap	Median gender bonus gap	Pay quartiles
Difference between average bonus earnings	Difference between median bonus earnings	Insight into career paths

As of the 5th April 2020 payroll, our mean gender pay gap stood at 1.01% and median gender pay at 2.80%, both favouring females:

Mean Hourly Pay Differences		Median Hourly Pay Differences	
Gender	Hourly Pay	Gender	Hourly Pay
Female	£21.63	Female	£19.07
Male	£21.42	Male	£18.55
Pay Gap	-1.01%	Pay Gap	-2.80%

These are both significantly below the national mean (14.4%) and national median (15.5%) as reported by the Office of National Statistics, 2020. It is important to remember the mean (or average) may not be a fair representation of the data, because the average is easily influenced by outliers and therefore it is important to also consider the median (middle point of the data set). If you have fewer outliers in your data set this will result in your mean and median being close together.

The underlying reason behind the gap is predominantly due to a higher proportion of males in lower paid roles relative to a very small number of females overall in the data set (headcount of 35, versus overall headcount of 152, recognising that a significant proportion of our workforce were furloughed on a reduced salary basis and in line with the regulations, are excluded from the gender pay calculations but included in the gender bonus calculations). We are confident that men and women are paid equally for doing equivalent jobs across our business.

While females currently represent just 19% of our overall workforce, we are pleased that 3 of the 7 Extended Leadership Team are females, of whom all are Executive Development Programme graduates.

2. Bonus Payments and Participation

Our mean bonus gap currently stands at 45.66% favouring females, with our median bonus gap also favouring females at 50.15%. We have a slightly higher proportion of male employees receiving a bonus:

Mean Bonus Differences				Median Bonus Differences			
Gender	Mean bonus	Numbers receiving a bonus	% bonus distribution	Gender	Mean bonus	Numbers receiving a bonus	% bonus distribution
Female	£2,168.48	182	98%	Female	£1,363.50	182	98%
Male	£1,488.77	1,087	99%	Male	£908.11	1,087	99%
Bonus Gap	-45.665%			Bonus Gap	-50.15%		

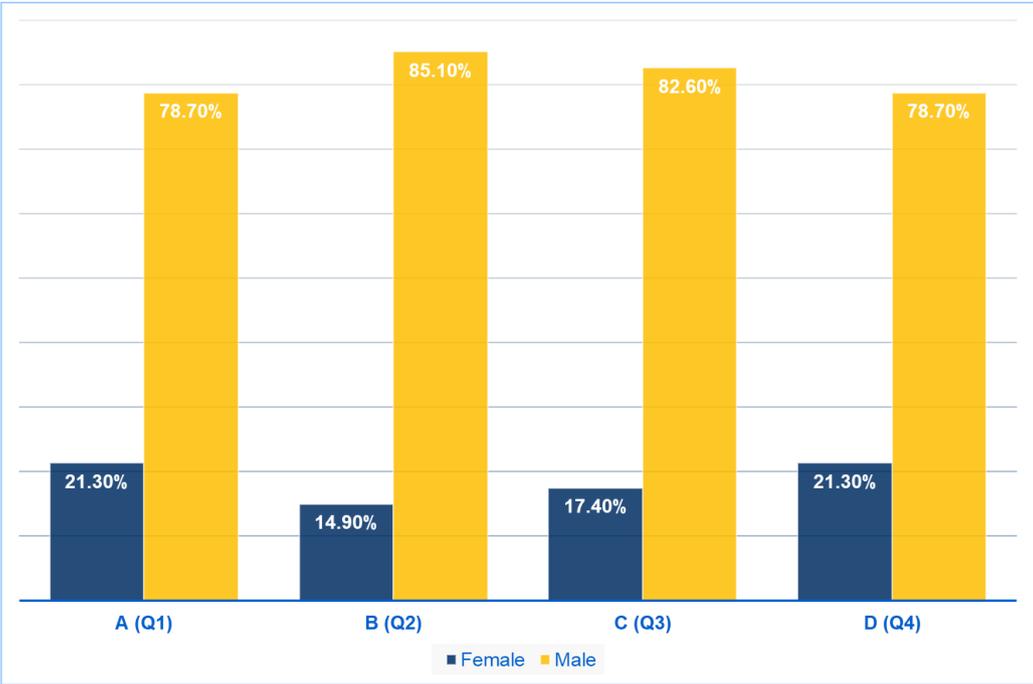
The data set is slightly skewed, with a much wider range in the bonus amounts found in the larger male data set compared to a narrower range in the smaller female data set who are in receipt of bonuses.

Discretionary performance-related bonuses are awarded and paid on an annual basis via two bonus plans, taking account of individual performance. As an equal opportunities' employer, all our permanent employees in eligible roles are eligible for bonus, irrespective of their position, age, gender, or ethnicity.

3. Career Paths and Earnings

Our gender distribution by quartiles, as defined by the regulations, shows us that female employees continue to be underrepresented across all four quartiles, most noticeably in the second lowest pay quartile.

Gender Distribution by Pay Quartiles



HR Strategy

Our HR philosophy is to attract and retain high calibre individuals and to leverage their unique talents to enable us to deliver a world-class service to our customers.

We recognise the motivational importance of positive senior role models to inspire confidence and success and we are proud that over 31% of our senior management roles are occupied by females. We acknowledge that our strategy needs to evolve to ensure that we attract a higher proportion of females into our organisation and we actively drive our hiring managers to reflect our strategic approach to diversity.

Martin Brower continues to actively foster an environment where everyone is motivated to develop and progress through innovative HR policies and practices in an encouraging environment. We have recently enhanced several of our HR policies which have been positively received. We proactively keep in touch with those on maternity leave and are pleased that we saw a 75% return rate in the last year.

Our HR policies and tools are reviewed regularly and we continue to proactively support flexible working across the organisation as we believe that these policies encourage our talented and driven employees to deliver results, and in turn advance their careers in our organisation. In the last year, we are pleased that we approved 70% of flexible working requests.

Recently we enhanced our Employee Value Proposition with new inclusive language and modified our CARES values with 'E' now representing Equity and Inclusion, to inspire our workforce and support the attraction and retention of talent strategies.

The work undertaken by our Global Diversity Equity and Inclusion Council, sponsored by members of our Global Leadership Board, continues as we strive towards making Martin Brower a fair and balanced workplace. We harness global thought leadership as we drive momentum to develop our business case for change and the supporting roadmap.

Recruitment

We continue to adopt more proactive recruitment approaches including new profiling software, leveraging the power of Artificial Intelligence to remove potential for human bias during the selection process. We are pleased to see encouraging results positively impacting upon retention and a greater gender balance in potential candidates presented. We continue our partnership with a variety of organisations to inspire interest in our apprenticeship programme.

Our HR team actively supports our diversity message across the organisation by positively influencing and challenging our hiring managers to recognise how their individual behaviours and actions impact our overall ability to create an open, fair, and inclusive workplace culture. We recognise that the nature of our shift working patterns for some of our roles can detrimentally impact on the ability of parents to balance both family and career and we continue to review these patterns to provide greater flexibility to our employees.

Development

Employee Development is a key focus within our organisation and we are committed to making the most effective use of the talent, skills and abilities of our employees. Our i-Learn Academy opened 13 Jan 2020 and enables us to nurture our continued learning culture and help our organisation deliver its strategic objectives.

Our training programmes continue to support achievements and success for all our colleagues. As part of this we run our LEAP (Leadership, Engagement, Action, Performance) programme for front line leaders designed to equip them for success by enhancing their leadership skills and have incorporated unconscious bias training and insight profiling into the programme. Forty percent of participants for this year's programme were female.

The HR Team has undergone further Diversity, Equity and Inclusion training and are equipped to support managers and colleagues and apply the Diversity, Equity and Inclusion lens to all aspects of people management.

In June 2019, we participated in The Big Diversity Challenge, an opportunity for logistics professionals to work collaboratively through fun physical and mental team challenges, share best practices and help set the agenda to become a truly inclusive sector.

Our EDP (Executive Development Programme) continues to provide leaders with more positive behavioural skills and techniques that apply beyond their current roles and to grow their potential. Programme graduates each have a Board-level mentor to support them in taking better control of their careers. We continue to operate a Board-level mentoring programme for EDP graduates to actively nurture our senior management capability and are considering cascading this down to LEAP graduates over the coming year.

Encouragingly, we have retained our Investor’s in People Gold status for Head Office and Silver status for our UK-based Distribution Centres.

We actively encourage our employees to consider different role experiences as they progress their careers within our organisation. We have partnered with external bodies to develop employees’ industry insights and share best practice.

4. Year on Year Comparison

We are pleased that we see positive year on year trends in the form of a narrower mean gender pay gap continuing to favour females with a significant decrease at the median now in favour of females. We see a narrowing mean and median gender bonus gap, driven by a much wider range in the bonus amounts found in the larger male data set compared to a much narrower range found in the much smaller female data set who are in receipt of bonuses. Encouragingly, we also note an increased bonus participation for both genders when compared to the previous two years.

	2018	2019	2020	2020 vs 2019	
Mean Gender Pay Gap	-5.67%	-3.10%	-1.01%	2.09%	
Median Gender Pay Gap	7.97%	11.59%	-2.80%	-14.39%	
Mean gender Bonus Gap	-51.57%	-71.45%	45.66%	25.80%	
Median gender Bonus Gap	-119.84%	-134.45%	50.15%	84.30%	
Males receiving bonus	81.00%	76.45%	99.18%	22.73%	
Females receiving bonus	89.57%	81.52%	98.38%	16.86%	

5. Closing remarks

We know and understand the reasons why we see a gender pay gap within our organisation and are committed to actively managing this differential as we try to move towards a more gender balanced workforce.

We constantly develop and improve our HR policies and practices to encourage and promote the development and progression of all our employees. We will continue to leverage technology to help us identify areas of our organisation that need renewed focus to drive continuous improvement relating to gender equality.

Building on our values of corporate CARES, we will continue to work with all our employees, and regardless of ethnicity, gender, age, disability, religion, or sexual orientation, provide them with opportunities to build their confidence and help them in reaching their full potential.



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