



GENDER PAY GAP ANALYSIS & ACTION PLAN

Burts Snacks Limited



GENDER PAY GAP REPORT

In accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2016 (UK), (the “Regulations”), we are pleased to present our 2022 Gender Pay Gap Report.

In support of our commitment to equal opportunities, we aim to foster an inclusive culture in which ALL employees learn, thrive and are rewarded for their contribution and achieve their potential.

We support apprenticeships across the business and support employees to develop new skills and sponsor employees to undertake professional qualifications.

We look to develop opportunities and equal reward for male and female colleagues through our recruitment processes, fair remuneration, ways of working, retention strategies, succession planning and training and development activity.

2022 Gender Pay Gap Statement

As at 5th April 2022 our mean gender pay gap was favourable at 6.87% compared with the UK Gender Pay Gap for full time employees, which was 8.3% in April 2022.

The UK GPG was 7.7% in April 2021 and 9.0% in April 2019 and the ONS express nervousness around the validity of these figures due to the impact of reporting throughout the coronavirus pandemic.

Burts overall median gender pay gap in 2022 was 6.39% and on average women received a higher level bonus than men, and the GPG mean bonus percentage variance was -6.99%. There was a large positive median percentage variance between male and female employees.

There is still work to be done to close the gender pay gap and we want to see more women being promoted into higher paid factory roles, and perhaps more female representation in the fourth quartile which is for the highest paid staff. Our action plan will focus on ways to support this to happen.

Please do take the time to read our Gender Pay Gap Report which provides some detail around how we will combat this gap.

We look forward to providing a further update on our progress.

The gender pay-gap data that businesses report each year provides an understanding of what the gender pay balance looks like.

The gender pay gap is the difference in the average hourly wage of all men and women across a workforce. If women are employed more frequently in less well paid jobs within an organisation than men, the gender pay gap is usually bigger.

The gender pay gap is not the same as unequal pay which is paying men and women differently for performing the same (or similar) work. Unequal pay has been unlawful since 1970.

Among full time employees the UK gender pay gap in April 2022 was 8.3%. The UK GPG was 7.7% in April 2021 and 9.0% in April 2019. The ONS express nervousness around the validity of the 2020 and 2021 figures due to the impact of reporting throughout the coronavirus pandemic. For Burts Snacks the mean gender pay was 6.87% as at 05/04/22 and Burts Snacks results are shown below.

There are many reasons why a gender pay gap exists in the UK and the range of reasons for that in an individual employer may include:

- **More men in senior roles than women**
- **Caring responsibilities and part-time roles are shared unequally**
- **More women work in lower paid roles and occupations**
- **Some women still face illegal discrimination being paid less than their male counterparts doing comparable roles.**

Burts Snacks is an FMCG business and operates a 24/7 shift pattern. In general manufacturing companies tend to attract more male than female employees. As at 01/04/23 the gender balance for the whole organisation was Female: Male – 32.83%:67.17% and women made up roughly one third of the workforce in April 2022.

The night shift work patterns at Burts attract an unsocial hours premium and there is a very high percentage of men working night shifts and being paid the night shift premium on top of their base pay. This impacts the gender pay gap as women tend to prefer working day shifts as this suits their caring responsibilities.

As at 1st April 2023, there are 259 production staff and 137 back office staff and managers at Burts Snacks Limited. A factory pay progression scheme is in place at both factories and whilst the back office and management structures are lean there are still some opportunities for promotion. Whilst there is room for improvement, the percentage of female promotions is roughly proportionate to the percentage of female employees.

Summary:

The mean GPG for full-pay relevant employees, as defined by the Government Equalities office, has increased from 4.45% April 21 to 6.87% in April 22. This increase was mirrored by the UK GPG which increased from 7.7% in April 2021 to 8.3% in April 2022. the ONS expressed nervousness around the validity of reported figures due to the impact of the coronavirus pandemic and urged businesses to focus on the longer terms trend.

Mean Hourly Pay_FULL_TIME REL EMPS		%
Male	£14.97	6.87%
Female	£13.94	
Median Hourly Pay FULL_TIME REL EMPS		%
Male	£12.12	6.39%
Female	£11.35	
Median Bonus Pay Gap_ALL EMPS		%
Male	£377.16	-124%
Female	£845.80	
Proportion Bonuses		%
Male		94.1%
Female		93.6%
MEAN Bonus Pay Gap_ALL EMPS		%
Male	£1,129.98	-6.99%
Female	£1,208.92	

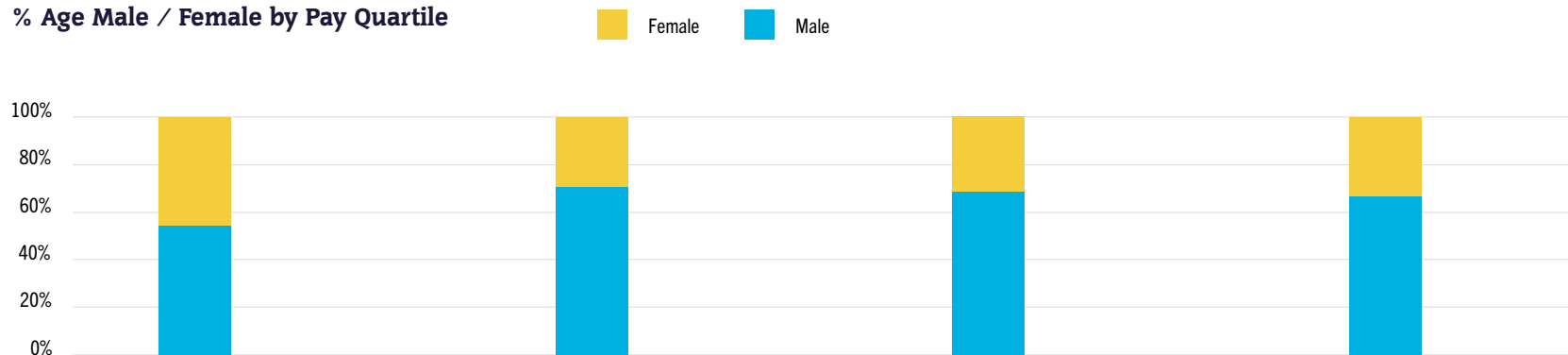


ANALYSIS OF FULL-PAY RELEVANT EMPLOYEES BY PAY QUARTILE AS AT SNAPSHOT DATE 05/04/22

The analysis reflects the position by pay quartile by “calendar hour”
and only captures Full-Pay Relevant Employees.

Quartile One			Quartile Two			Quartile Three			Quartile Four		
Gender	Number	% Age	Gender	Number	% Age	Gender	Number	% Age	Gender	Number	% Age
Male	33	55%	Male	42	68%	Male	43	70%	Male	44	70%
Female	27	45%	Female	20	32%	Female	18	30%	Female	19	30%
Total	60		Total	62		Total	61		Total	63	

% Age Male / Female by Pay Quartile



ANALYSIS OF FULL-PAY RELEVANT EMPLOYEES BY PAY QUARTILE AS AT SNAPSHOT DATE 05/04/22

Observations

Whilst there are less FPRES in April 2022 than in April 2021, the percentage split male/female in each of the quartiles for 2022 is similar

Percentage Female	Quartile 1	Quartile 2	Quartile 3	Quartile 4
2021	40%	29%	32%	31%
2022	45%	32%	30%	30%
Variance	+5%	+3%	-2%	-1%

On 5th April 2022 there were 246 EMPLOYEES included as part of GPG reporting on “full-pay relevant employees” (FPRE), and 162 of those employees were male. In 2022 66% of FPRES were male, and 84, or 34%, were female This means that there were roughly twice the number of men than women in this FPRE group. This is a more positive picture representation than is found in UK industry where fewer than 10% of the manufacturing workforce is female – up 2% from 2016 (see slide 9 for more information).

There are proportionately more men than women in the top two quartiles, however the proportion of male to female in the lower two quartiles has improved slightly year on year.

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ANALYSIS OF GENDER BY JOB TYPE AS AT SNAPSHOT DATE 05/04/22

The overall headcount has grown by 8.8% 2021 to 2023 and the percentage of women in the workforce has grown by 6.6%. 32.9% of women now make up the workforce compared with 33.6% at the last review. This is a reduction of 0.7%.

Fast forward to now and the picture including all 396 employees looks similar and looking at all relevant employees we observe:

- Better gender balance in administrative roles which is encouraging, as traditionally occupied by female workers.
- No women in executive roles however there are a higher number of women than men working at Senior Management level, which is encouraging (54% female versus 46% male). The Company's leadership and management training programme actively identifies supports talented female employees into leadership roles.
- Less female junior managers and more female middle managers. The Company is sponsoring a number of female employees to undertake their professional studies and examinations and it is hoped that this will at least to a small degree impact the gender balance of the "professional job type.
- There are less women than men in Production roles and this is possibly impacted by the 12-hour shift patterns/night working which may be less attractive to women with caring responsibilities.
- The data suggests that there are less women than men in higher skilled production roles and there is a downward trend since 2021. This is not the case. Factory roles have been reviewed and re-categorised – low to high-skill and pay rates show that the proportion of women in higher banded factory roles remains static. A Factory training manager has been appointed to ensure the delivery of the factory training plan which aligns to the newly introduced pay progression scheme. The training manager will ensure a fair and equal approach to the delivery of training. In time it is hoped this will improve the levels of female workers progressing to higher skilled factory roles. Flexible working is being considered where possible to support female employee to remain and progress in factory work
- The professional job type is mainly made up of male Engineers and as it is hard to attract females to this career path. The Company is working with a local manufacturing group to improve STEM opportunities

Job Type	Total 2023	% age Growth of total people since 2021	% Job Type to total 2023	Sum of Females 2023	% age growth Female population since Oct 21	% age Women in each job type 2023	% age Women in each job type 2023	Sum of Males 2023	% age Male in each job type 2023
Administrator	14	-26%	3.54%	8	-50.0%	6.15%	57.14%	6	42.86%
Executive	6	50%	1.52%	0	0.0%	0.00%	0.00%	6	100.00%
Junior Management	25	-39%	6.33%	6	-33.3%	4.62%	24.00%	19	76.00%
Middle Management	24	33%	6.08%	5	25.0%	3.85%	20.83%	19	79.17%
Production	161	519%	40.76%	57	216.7%	43.85%	35.40%	104	64.60%
Production - Higher Skilled	35	-4.9%	8.86%	8	-33.3%	6.15%	22.86%	27	77.14%
Production - Skilled	63	-50%	15.95%	21	-36.4%	16.15%	33.33%	42	66.67%
Professional	38	27%	9.62%	8	-11.1%	6.15%	21.05%	30	78.95%
Semi-Professional	16	-6%	4.05%	10	-23.1%	7.69%	62.50%	6	37.50%
Senior Management	13	8%	3.29%	7	-12.5%	5.38%	53.85%	6	46.15%
Grand Org	395	8.8%		130 (32.9%)	6.6%			265	

In order to positively impact the “Gender Pay Gap”, the Company must ask itself the following questions:

- Do people get ‘stuck’ at certain levels?
- Is there gender imbalance in our promotions?
- Are women more likely to be recruited into lower paid roles?
- Do men and women leave at different rates?
- Do particular aspects of pay (such as starting salaries) differ by gender?
- Are we doing all we can to support part-time employees to progress?
- Are we supporting both men and women to take on caring responsibilities?

These questions are explored in the following sections and for each, there are suggested actions that will be taken to minimise the impact each could have on the gender pay gap.

Q. DO WE SUPPORT PROGRESSION WITH LEADERSHIP & MANAGEMENT OPPORTUNITIES FOR WOMEN?

Whilst the number of females working at basic entry level is proportionate to the number of males, there is a disproportionate number of males in higher skilled production roles.

The Company has a strong track records of supporting and developing junior level employees ready for either professional or management roles. Examples can be found in Production, with the Team Leader development programme, HR, supporting staff with their CIPD qualifications, Finance sponsoring staff with their AAT and chartered qualifications, Procurement sponsoring CIPS qualifications. The Company also employs a number of apprentices in the business and all current apprentices are female and are on HR, L&D, Marketing and Business Administration Level 3 programmes. On successful completion of their apprenticeships, permanent roles are being created, and individuals will continue to be developed.

The Company is current implementing its' talent management and succession planning strategy, which aims, amongst other things to improve opportunities for progression for women and increase the numbers of female employees in senior roles.

Traditional types of development can be problematic for female employees with caring responsibilities and so the Company needs to look at creative ways to support both full and part-time female employees with their development.



Q. ARE WOMEN MORE LIKELY TO BE RECRUITED INTO LOWER PAID ROLES?

A survey carried out by Women in Manufacturing (WiM) in 2019 found that almost three-quarters of women would not consider manufacturing careers as a viable option. Women surveyed appeared to be put off by a perception of “manual labour, long working hours and rows of assembly lines”. They also appear to be put off by the inflexible shift patterns and unsocial hours which are incompatible with their family commitments.

The business would like to support more female staff into higher level production roles and where possible it would also like to consider more part-time working in the Production area of the business where most staff are employed.



Q. DO PARTICULAR ASPECTS OF PAY (SUCH AS STARTING SALARIES) DIFFER BY GENDER?

An aspect of pay that can contribute to the GPG is women having lower starting salaries than men doing similar jobs. As there is room in some roles to negotiate starting salaries, some research has found that women are less likely to negotiate their pay than men, and that when women do negotiate their pay, they can be judged more harshly than men for doing so. These things mean that women's starting salaries might end up being lower than that of men doing the same job.

The Company regularly benchmarks pay and benefits and has a defined pay and progression scheme for factory staff which is posted on noticeboards. The business is confident that its robust systems ensure pay (such as starting salaries) does not differ by gender.



Q. ARE WE DOING ALL WE CAN TO SUPPORT PART-TIME EMPLOYEES TO PROGRESS?

More women than men work part-time because most caring responsibilities within the home are still taken on by women. Ensuring that part-time employees are well supported and are given opportunities to progress means that well-qualified, experienced women (and men who also take on caring responsibilities) are better able to keep participating in the workforce.

It is hoped that the actions identified from the above analysis will be considered specifically for part-time workers, such as promotion rates between part-time and full-time employees.

The Business has a small number of individuals who work part-time. The business is confident from appraisals information etc., that discussions are taking place around their career aspirations and that these individuals are being supported and encouraged to develop their skills.



Q. ARE WE SUPPORTING BOTH MEN AND WOMEN TO TAKE ON CARING RESPONSIBILITIES?

Are we supporting both men and women to take on caring responsibilities? Being able to care for others should be a choice open to both men and women, and is a core issue when it comes to gender equality. It is therefore worth reviewing our policies and considering your workplace culture to ensure that employees are supported to take on caring roles, and flexible working options are considered to support women to remain in work.

The business has a policy which covers shared parental leave. Both parents will be able to get Shared Parental Leave (SPL) and Statutory Shared Parental Pay (ShPP) if they are having a baby, using a surrogate to have a baby or adopting a child. They can share up to 50 weeks of leave and up to 37 weeks of pay in the first year after their child is born or placed with their family. They can use SPL to take leave in blocks separated by periods of work, or take it all in one go. Parents may also choose to be off work together or to stagger the leave and pay. To get SPL and ShPP, both parents need to meet the eligibility criteria, and there are different criteria for birth parents and criteria for adoptive parents or parents using a surrogate.

In support of all the above, the following actions will be implemented:

ACTION 1

Identify and encourage development opportunities for more female employees. If development is hindered by "caring responsibilities" then the Company needs to look at ways to overcome these challenges.

ACTION 2

To ensure recruitment, sponsorship of development and promotion decisions are fair and equitable, track female versus male applicants shortlisted for roles and promotions, appointments and promotions. Also track level of sponsorship by female and male employees. Share data with Leadership Team and Board as part of monthly People report.

ACTION 3

Continue to progress and implement the company's talent management strategy and ensure an increase in the number of women being promoted to a higher level "job-types".

ACTION 4

Provide Recruitment and Selection training to all junior, middle and senior managers and include in that agenda:

- Unconscious Bias
- Fair and unbiased shortlisting and interview questions
- Flexible working options to make a role more attractive to female applicants
- Inclusive advertising
- Mixed Recruitment Panels

ACTION 5

Ask leavers to complete an exit questionnaire and encourage line managers to ask them about their experience of working at Burts and why they are leaving.

ACTION 6

Analyse latest findings from staff survey, particularly around flexible working practices and working environment and identify actions aimed at supporting female progression.

ACTION 7

In order to safeguard equal pay and to be open, the business will compare starting salaries by gender within comparable roles and report these to Leadership Team and Board as part of monthly People report.

