



Gender Pay Gap Analysis & Action Plan

Burts Snacks Limited

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 2021 was 7.9%, continuing the downward trend; this was 7.0% in April 2020 and 9.0% in April 2019. For Burts Snacks the mean gender pay was 4.45% as at 05/04/21 and Burts Snacks results are shown opposite.

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.

Mean Hourly Pay_FULL_TIME REL EMPS		%
Male	£13.51	4.45%
Female	£12.90	
Median Hourly Pay FULL_TIME REL EMPS		%
Male	£10.86	1.79%
Female	£10.67	
Median Bonus Pay Gap_ALL EMPS		%
Male	£959.66	0.32%
Female	£959.56	
Proportion Bonuses		%
Male		51.50%
Female		58.26%
MEAN Bonus Pay Gap_ALL EMPS		%
Male	£1525.95	-6.34%
Female	£1622.63	

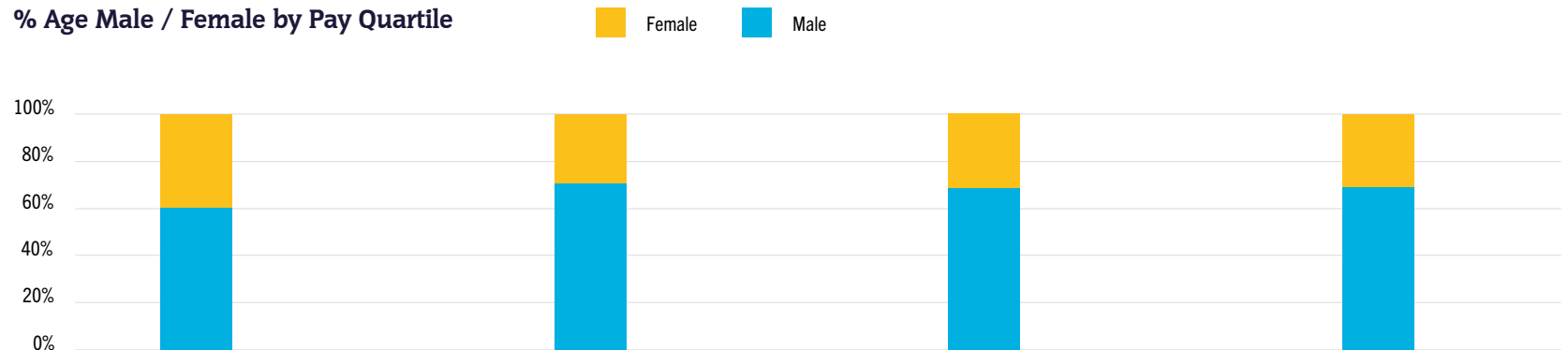


Analysis of Full-Pay Relevant Employees by Pay Quartile as at snapshot date 05/04/21

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	44	60%	Male	52	71%	Male	51	68%	Male	52	69%
Female	29	40%	Female	21	29%	Female	24	32%	Female	23	31%
73			73			75			75		

% Age Male / Female by Pay Quartile



Analysis of Burts Snacks - Gender by Pay-Type as at 30/09/21

On 5th April 2021 there were 296 EMPLOYEES who were included on GPG reporting as “full-pay relevant employees” and 199 of those, or 67%, were male, and 97, or 33%, were female. As at 30/09/21 inclusive of all employees there are 32% female and 68% male employees. If we compare percentages per quartile as at 05/04/21 with overall percentages, we can see that they are a higher than average numbers of females in quartiles one and three.

The following table reflects the numbers of men or women as a proportion of the total number of Full-Pay Relevant Employees men or women, as applicable.

Gender	Number Quart 1	% Age Male/ Female in Quart 1 out of total Male / Female Full pay Rel Emps	Gender	Number Quart 2	% Age Male/ Female in Quart 2 out of total Male / Female Full pay Rel Emps	Gender	Number Quart 3	% Age Male/ Female in Quart 3 out of total Male / Female Full pay Rel Emps	Gender	Number Quart 4	% Age Male/ Female in Quart 4 out of total Male / Female Full pay Rel Emps
Male	31	19%	Male	46	29%	Male	37	23%	Male	46	29%
Female	22	30%	Female	15	21%	Female	22	30%	Female	14	19%
	53			61			59			60	

Observations

- Male** There are a smaller proportion of men in Quartile 1 than in other quartiles. Proportionately more men than women progress from quartile 1 to quartile 2. There is a high proportion on men in quartile 4.
- Female** There are a smaller proportion of female employees to male employees in quartile 4, however there are a high proportion of females in quartile 1 and 3.

Analysis of Burts Snacks - Gender by Pay-Type as at 30/09/21 Continued.

Fast forward to now and the picture including all 357 employees looks similar and looking at all relevant employees we observe:

- ✘ There are no women on the Board working in Director level roles. Inclusive of the MD role there are four Director level roles available on the Board
- ✔ There is an equal number of women and men in Senior management roles, and a proportionately higher percentage of women than expected overall. This is very encouraging. To add to this 2 out of 8, or 25% individuals on the leadership team are women.
- ✔ There is a higher number of women than men in semi-professional roles but less women than men in professional level roles.
- ✘ There are significantly more women than men in administrative roles and this is at least partially influenced by the fact there are more opportunities for flexible working in these roles.
- ✘ 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. Proportionately less women than men progress to higher skilled production work.

Job Type	Sum of Female	% of Female of Org	% of Female of Job Type	Sum of Male	% of Male of Org	% of Male of Job Type
Apprentice	1	0.28%	50.00%	1	0.28%	50.00%
Admin	15	1.40%	71.43%	2	0.56%	28.57%
Production – Lower skills	18	5.04%	69.23%	8	2.24%	30.77%
Production	33	9.24%	25.98%	94	26.33%	74.02%
Production – Higher skills	12	3.36%	17.39%	57	15.97%	82.61%
Semi professional	13	3.64%	76.47%	4	1.12%	23.53%
Professional	9	2.52%	30.00%	21	5.88%	70.00%
Junior Management	9	2.52%	21.95%	32	8.96%	78.05%
Middle Management	4	1.12%	22.22%	14	3.92%	77.78%
Senior Management	8	2.24%	66.67%	4	1.12%	33.33%
Executive	0	0%	0%	4	1.12%	100%
Non Executive	0	0%	0%	4	1.12%	100%
Grand Total	112	31.37	31.37	245	68.63	68.63

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 people get ‘stuck’ at certain levels? Is there a gender imbalance in our promotions?

To avoid gender imbalances higher up in the organisation, men and women need to apply for promotion in proportions that match the composition of men and women employed in specific “job types”. For example, in a particular job type, there may be 60% women and 40% men. In that case, the pool of candidates who apply for promotion from that grade to a more senior grade should also be 60% women and 40% men. If, for example, only 20% of the applicants were women, the gender imbalance would be more likely to worsen at the higher grade, meaning fewer women in senior roles and a bigger GPG.

As previously mentioned as at 30/09/21 the gender balance for the whole organisation was Female: Male – 31%:69% or 110:240 employees.

In general manufacturing companies tend to attract more male than female employees. There are 219 production staff and 131 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 structure is lean there are still some opportunities for promotion and we can see from the following table. Whilst there is room for improvement, we can also see that the number of promotions is roughly equitable to the percentage female employees and progression is possible.

	Analysis Promotions for 12 months			Analysis Promotions for 12 months		
	Male (Factory)	Male (Back office / Mangement)	Total	Female (Factory)	Female (Back office / Mangement)	Total
Nov 20	4	0	4	0	0	0
Dec 20	9	1	10	1	1	2
Jan 21	0	2	2	0	0	0
Feb 21	3	1	4	1	0	1
Mar 21	0	0	0	0	0	0
Apr 21	2	1	3	1	0	1
May 21	3	0	3	4	2	6
Jun 21	1	2	3	1	0	1
Jul 21	1	0	1	1	2	3
Aug 21	3	4	7	4	0	4
Sep 21	6	0	6	2	2	4
Oct 21	1	0	1	0	0	0
Total	33	11	44	15	7	22
% Age	50%	17%	23%	23%	11%	33%

Q. Do people get ‘stuck’ at certain levels? Is there a gender imbalance in our promotions?

That said 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 – see extract below:

Job Type	Sum of Female	% of Female of Org	% of Female of Job Type	Sum of Male	% of Male of Org	% of Male of Job Type
Production — Lower skills	18	5.04%	69.23%	8	2.24%	30.77%
Production	33	9.24%	25.98%	94	26.33%	74.02%
Production — Higher skills	12	3.36%	17.39%	57	15.97%	82.61%

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. There are currently 4 apprentices in the business and all four individuals are female and are on HR, L&D, Marketing and Business Administration Level 3 programmes.

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”. The above highlights how a stereotype has existed around the STEM (Science, Technology, Engineering and Maths) industries and this may account for why the number of women in the industry is still at such a low level - fewer than 10% of the manufacturing workforce are female, up 2% from 2016.

All staff wishing to work in production, male and female, start on the “probation level” rate of pay and the number of female staff working in entry level production roles is roughly proportionate to the number of women working in the business as a whole. As mentioned above the business would like to support more female staff into higher level production roles. As they already work the working pattern this should not be an obstacle to promotion.

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 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. Do men and women leave at different rates?

In the past nine months, leaver rates have been as follows:

Leavers (Last 9 months)	Senior Manager	Mid Manager	Junior Manager	Professional / Tech	Semi Professional	Production	Total leavers
Female	2	0	0	1	0	11	14
Male	0	2	3	5	1	20	31
TOTAL	2	2	3	6	1	31	45

The percentage leavers (31% FEMALE, 69% MALE) is again proportionate to the numbers of men and women in the business.



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 only four 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.

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.

