

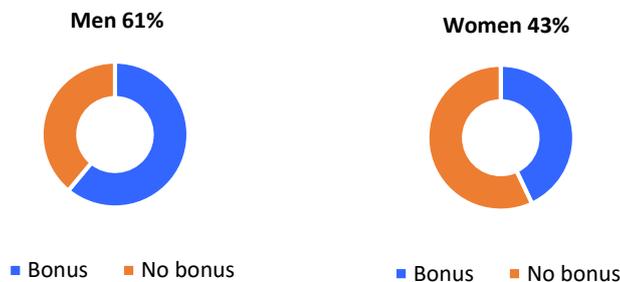
Gender Pay Gap Report 2018

Snapshot date: 5 April 2018

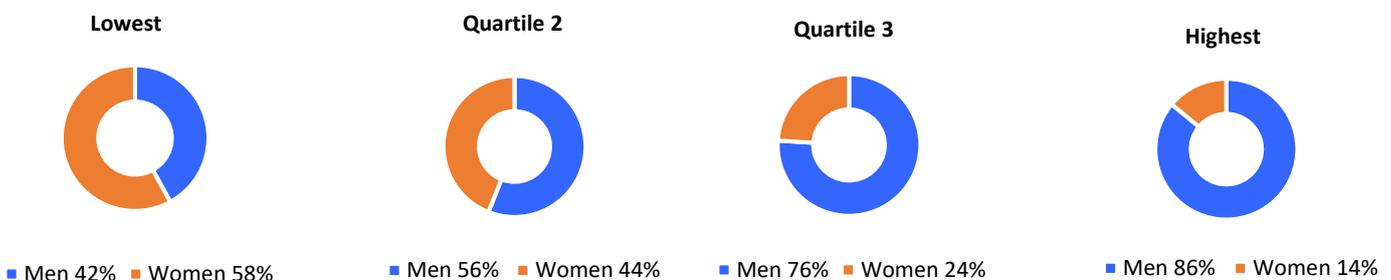
Pay and Bonus Gap

	Difference between men and women	
	Mean	Median
Hourly pay	31%	24%
Bonus	85%	83%

Proportion of people awarded a bonus in 2017/18



Pay Quartiles



Statement from the Managing Director

From April 2017, the UK Government has required all large employers to measure and publish the difference between men and women's earnings. The gender pay gap measures the difference in average hourly pay between men and women in an organisation, regardless of role, or seniority. It is important to note that this is different to equal pay, which directly compares any difference in pay for men and women doing a comparable job. According to the Office of National Statistics, the gender pay gap across all employees in the UK stood at 17.9% in 2018. The causes of a gender pay gap are complex, but its monitoring can help better understand it and action being targeted to reduce it.

The figures above relate to pay that was earned during the period between 6 April 2017 and 5 April 2018. It includes both full and part time employees across all areas of the business. At 24%, we acknowledge that our median gender pay gap is higher than the UK average. We have explained why we consider this to be the case below. Carrs Billington will monitor its gender pay gap and continue to report it, together with the steps being taken to address it, annually.

We are confident that men and women are paid the same for doing equivalent jobs at Carrs Billington. Operating in the agricultural sector, Carrs Billington has historically employed a high proportion of men and has a low staff turnover. The natural consequence of this is that greater numbers of men than women currently hold senior positions. Carrs Billington also has a large sales division, within which a significant number of workers earn their pay on a commission basis. The vast majority of such individuals are also currently male which has a substantial impact upon the company's bonus pay gap statistics.

In recent years, we have committed significant investment in our recruitment, training and development practices. A number of career pathway and employee development programmes have been established which are designed to attract, retain and develop the best talent. The company has a strict equal opportunities policy and ensures that appropriate consideration is given to diversity, including gender balance, in making recruitment decisions. The organisation believes in developing future leaders from within.

The business is aware that its policy of recruiting for the future may negatively impact upon the above figures in the short-term. Indeed, between 2017 and 2018, the proportion of women in pay quartile 1 increased by 8% as the company sought to recruit more women into the organisation with a view to supporting their development to become future leaders. Our low staff turnover levels mean that there is little change in the other quartiles, but the proportion of women in the highest pay quartile did increase by 2% this year. Whilst the overall impact to date of the actions taken has not been significant yet, we are confident that the steps being taken will ultimately improve the gender balance and diversity within the workforce at all levels in the long term.

I confirm that the data reported is accurate.



Rae Tomlinson
 Managing Director
 Carrs Billington Agriculture (Sales) Limited