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Martin Brower UK: Gender Pay Statement and Narrative

As part of Martin Brower, we are the largest, most experienced supply chain partner to multi-unit restaurants globally focusing on food safety, quality and integrity. As an organisation we ensure that we protect the quality and reputation of our customers' brands by delivering products that have been handled with great care, using ethical and socially-responsible business practices.

As an organisation we have a passion for driving change and innovation to better serve our customers by providing them with innovative and meaningful solutions.

We care for our people and recognise that they are our greatest asset. We are committed to attracting, developing and retaining the best talent available to ensure we create a workplace where every employee can contribute their full potential, in delivering our organisation's business objectives. We want to ensure our workforce is diverse and inclusive with a culture that remains open, collaborative, professional and respectful and open to embracing difference. We are committed to building an organisation which leverages individuals' unique talents so that we deliver a world-class service to our customers.

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 gap of 3.10% favouring females and a median gender pay gap of 11.59% favouring males. These figures are significantly lower than the national figures reported by the Office of National Statistics, 2019 and are lower than the 7% mean gender pay gap for the Logistics and Storage sector as reported in the Guardian, April 2019. This gap is reflective of the fact that men are over-represented within organisations in the Logistics and Storage sector industries, like Martin Brower.

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 only a very marginal increase at the median. We also observe a widening mean and median bonus gap, closer to 2017 levels. 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 13% of our overall workforce however we are pleased that last year 14% of our new hires were female.

In our third reporting year, a number of initiatives 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. By proactively leveraging social media, we were able to drive a +6% female hire rate in our new distribution centre and encouragingly now see females represent 20% of the workforce at the site. We aim to harness the power of inclusion to our strategic advantage - our global flexible workplace project will be influential in making strides towards making Martin Brower a truly inclusive organisation through our culture and workplaces.

We continue to ensure our HR policies encourage and support flexible working within the organisation. 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 are committed to maintaining the momentum we have experienced over the last year as we strive towards a more gender balanced organisation.



Registered Office:
Third Floor (South Wing), One Park Lane,
Hemel Hempstead, Herts, HP2 4YJ
Registered in England & Wales: 1601427

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 2019 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 and females	Difference between median hourly earnings	Proportion of male and 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 2019 payroll, our mean gender pay gap stood at 3.10% favouring females, with our median gender pay favouring males at 11.59%:

Mean Hourly Pay Differences

Male Hourly Rate	£14.34
Female Hourly Rate	£14.79
Pay Gap	-3.10%

Median Hourly Pay Differences

Male Hourly Rate	£14.07
Female Hourly Rate	£12.44
Pay Gap	11.59%

These are both significantly below the national mean (17.1%) and national median (17.3%) as reported by the Office of National Statistics, 2019. 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 (headcount of 184, versus overall headcount of 1,373). We are confident that men and women are paid equally for doing equivalent jobs across our business.

While females currently represent just 13% 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.

Bonus Payments and Participation

Our mean bonus gap currently stands at 71.45% favouring females, with our median bonus gap also favouring females at 134.45%. We have a slightly higher proportion of female employees receiving a bonus:

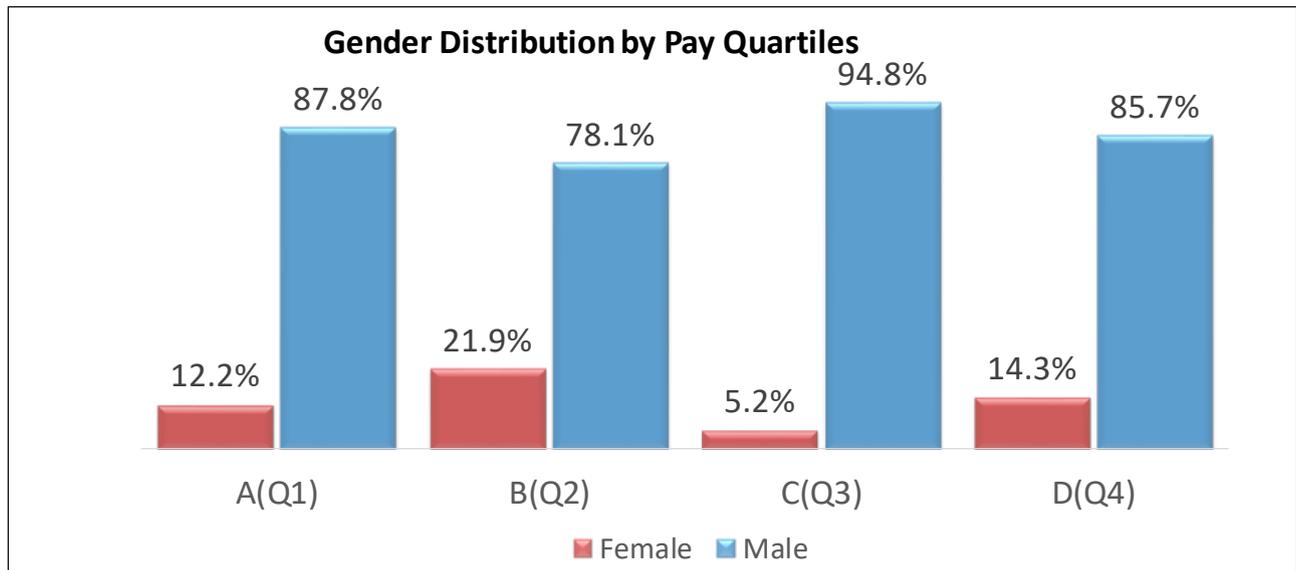
	Mean Bonus Differences			Median Bonus Differences		
	Mean Bonus	Number receiving a bonus	% Bonus Distribution	Median Bonus	receiving a bonus	% Bonus Distribution
Female	£2,713.89	150	81.5%	£1,841.50	150	81.5%
Male	£1,582.89	909	76.5%	£785.47	909	76.5%
Bonus Gap	-71.45%			-134.45%		

The data set is skewed, with a greater proportion of lower bonus amounts found in the much larger male data set compared to a greater proportion of higher bonus amounts found in the much 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.

Career Paths and Earnings

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



HR Strategy

Our HR philosophy is to attract and retain high calibre individuals and to leverage their unique talents to enable us to deliver 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 30% 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.

We continue to actively foster an environment where everyone is motivated to develop and progress through innovative HR policies and practices in an encouraging environment. We proactively keep in touch with those on maternity leave and are pleased that we saw a 100% return rate in the last year.

We ensure that all our HR policies and tools 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 approved 88% of flexible working requests.

We recently enhanced our Employer Value Proposition branding with new inclusive language to inspire our workforce and support our attraction and retention of talent strategies.

The work undertaken by our Diversity Steering Group, championed by our presidential sponsors, continues as we strive towards making Martin Brower a fair and balanced workplace. We aim to 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 and which has resulted in a greater gender balance in potential candidates presented, has and proactively reduced bias from our candidate selection. 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. In 2019, we launched our I-Learn Academy to nurture our continued learning culture and drive our organisation to 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 remit and encouragingly have seen increased female participation during 2019.

Our EDP (Executive Development Programme) provides 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. This mentoring programme for EDP graduates also actively nurtures our senior management capability and we are considering cascading this down to LEAP graduates over the coming year.

We have retained our Investor's in People Gold status for Head Office and our current Silver status for our UK-based Distribution Centres is due to be reviewed in 2020.

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.

Year on Year Comparison

We are pleased to see positive year on year trends in the form of a narrower mean gender pay gap continuing to favour females with a very marginal increase at the median continuing to favour males. We see a widening for both the mean and median gender bonus gap, closer to 2017 levels, driven by a greater proportion of lower bonus amounts found in the much larger male data set compared to a larger proportion of higher bonus amounts found in the much smaller female data set who are in receipt of bonuses. We also note there has been a decline in bonus participation for both genders when compared to the previous two years.

	2017	2018	2019	2019 Vs 2018
Mean Gender Pay Gap	-8.86%	-5.67%	-3.10%	 2.57%
Median Gender Pay Gap	2.37%	7.97%	11.59%	 3.62%
Mean Gender Bonus Gap	-61.86%	-51.57%	-71.45%	 -19.88%
Median Gender Bonus Gap	-126.99%	-119.84%	-134.45%	 -14.6%
Males receiving bonus	86.00%	81.00%	76.45%	 -4.55%
Females receiving bonus	92.00%	89.57%	81.52%	 -8.05%

Closing remarks

We know and understand the reasons why a gender pay gap exists 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 Change, Act as One, Relationships, Execution and Safety & Wellness, we will continue to work with all of our employees, regardless of ethnicity, gender, age, disability, religion or sexual orientation, to provide them with opportunities to build their confidence and help them in reaching their full potential.

We confirm that the information contained within this statement is accurate.



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