

# the *total* feed business



## ForFarmers Gender Pay Report 2017



## What is the Gender Pay Gap?

### Understanding the Gender Pay Gap

The **Gender Pay Gap** is the difference in pay between male and female employees which is explained through various statistics. The gap that is identified as part of these statistics is influenced by a number of factors such as the demographic of our workforce.

### Pay Gap v's Equal Pay

The gender pay gap analysis is different to equal pay legislation. *Equal pay* focuses upon the amount an employee is paid in their position and specifies that a male and female should be paid the same for doing the same role. The *gender pay gap* is more likely to occur due to structural issues within a business i.e. where males and females are found within an organisation and what salaries those positions attract.

### What we have to report

Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, employers with 250 or more employees are required to publish gender pay gap information based on a snapshot date. In April 2018 we will be reporting statistics based on data as at 5<sup>th</sup> April 2017.



### The Calculations

The Mean – this is the difference in the average salaries of men and women within the business.

The Median – the middle point of a population when the values are arranged in order from highest to lowest.

“Becoming an Employer of Choice is one of the main objectives for ForFarmers. By identifying areas of focus, it will enable us to create and maintain a more diverse and inclusive workforce. Attracting and retaining a diverse workforce is vital for the Future of Farming”.



Toine van Beek – UK HR Business Partner



# Looking at ForFarmers total UK workforce, our Gender Pay Gap Report shows these results:

## Mean Pay Gap



This metric shows the percentage gap in the average in salaries of all male and female employees. This means that the mean pay for men is 14.9% higher than females in our company. Many organisations do have a gap; ForFarmers is below the average.

## Percentage of Employees Receiving a Bonus



## Mean Bonus Gap



The median shows the middle point of a population. This is more representative than the mean as it is not typically affected by a handful of higher or lower salaries. ForFarmers shows a 3.5% gap on this metric, 14.9% lower than the national statistics. In monetary values this difference is £0.44 gap for ForFarmers and £2.52 for all industries.

## Median Pay Gap



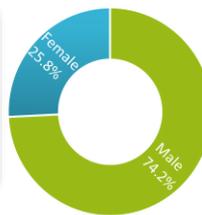
The Gender Bonus Gap is typically higher than the Gender Pay Gap because the bonus payments tend to increase with seniority; the gap is apparent as currently males are generally dominating these roles. The gap of 77% is a large gap, however the reasons for this are clear and plans are being put in place to reduce this. There is also a considerable gap in relation to the median bonus, but this is lower due to the bonus payments made at other levels in the business as part of remuneration packages. The gender divide is however apparent in both of these metrics.

## Median Bonus Gap

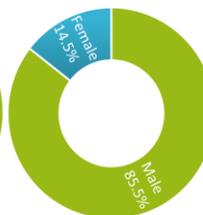


This metric is most likely, out of all the metrics, to identify the underlying issues that cause the pay gaps in ForFarmers. This metric divides the total ForFarmers workforce into 4 equally sized groups based on hourly pay rate. The Lower quartile includes the lowest paid 25% of the workforce; the Upper quartile contains the highest 25% of the workforce and so on. To achieve close to a 0% gender pay gap there would need to be a 50:50 split of male to females in each quartile.

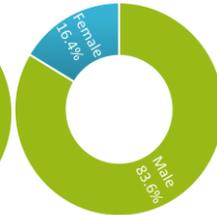
### Lower Quartile



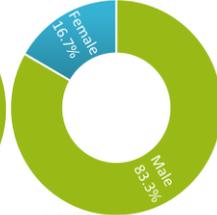
### Lower Middle Quartile



### Upper Middle Quartile



### Upper Quartile



\*Industry comparisons have been obtained from National Statistics (ASHE 2017)

## What do we plan to do?

### What we are already doing:

**Promoting flexible working** through use of robust policies and procedures.

**Improving recruitment methods** utilising the new HRIS system.

**Coaching and Training** all employees through thorough company specific academies.

### How are we going to improve?

**Equal Pay Audit** is available to assist in identifying further areas that may require attention.

**Utilisation of our systems** to their full capacity will assist us in identifying and looking at strategy to improve diversity across the business.

**Coaching Managers** to conduct career conversations with their teams.

**Succession planning** is vital in progressing to a more diverse and inclusive workforce.

### Declaration

We confirm that the information reported is accurate and in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

This report covers employees at all levels of the ForFarmers UK business.

**Toine van Beek**  
UK HR Business Partner

“We are proud of the efforts we make as a business to create a diverse workforce with opportunities for all. The Gender Pay Gap Analysis has identified some areas which we need to put more emphasis on to develop and encourage a more even representation at all levels. To encourage and develop a more diverse workforce is key to achieving our core values and successfully growing our business further”.

**Steven Read**  
Chief Operating Officer

