

# the *total* feed business



## ForFarmers Gender Pay Report 2020



## 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* focusses 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 2019 we will be reporting statistics based on data as at 5<sup>th</sup> April 2018.



### 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.

A negative number indicates that women earn higher than men in that area.



### The Result

To identify and highlight specific areas for improvement is integral in building a balanced workforce.

Our ambition is to continue to grow and allow our employees to thrive in a genuinely diverse and sustainable business.



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

## Mean Gender 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 3.8% higher than females in our company. Many organisations do have a gap; ForFarmers is below the average.

## Percentage of Employees Receiving a Bonus



The Mean 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.

## 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 an -1.0% gap on this metric, which indicates that females are paid more than males on this measure. This is indicative of smaller number of females but with more professional and higher paid roles.

## Median Gender Pay Gap



The Median Gender Bonus Gap at ForFarmers is a negative figure as the exact middle point of bonuses received is considerably higher for females. This is due to the fact that a large percentage of the workforce receiving a bonus are in roles currently dominated by males and the range of bonuses received is wider than the range of bonuses that the female population received in this snapshot.

## Median Bonus Gap

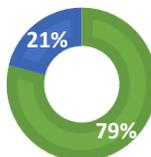


Therefore the middle point in both data sources is significantly different and females having a higher median bonus than males.

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. ForFarmers has an evenly spread 20 to 23% female across all quartiles, and indicates that it is likely that females are absent in certain areas of the workforce, rather than over represented in any one of the quartiles.

## LOWER QUARTILE

■ Male ■ Female



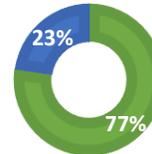
## LOWER MIDDLE QUARTILE



## 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:

**Recruitment:** Where there may be areas of the business which have historically been male dominated, we are introducing methods to improve a balance and recruiting females into more senior positions.

**Continuous Training :** For all employees we offer company specific academies in addition to other training opportunities. Our Learning and Development Portal is now in use to ensure easy access to all courses the company can offer.

**Our Culture:** We are committed to building a culture where all employees feel included and we are doing this by involving and communicating with our employees through regular roadshows and other routes of communication.

### How are we going to improve?

**Promote Apprenticeships** to encourage new talent into the industry.

**Succession planning** is always vital in promoting equal opportunities and progressing to a more inclusive workforce.

**Continuous improvement of recruitment processes** to create a more diverse workforce, including new objective assessment tools.

**Diversity** as an ambition under our new 5 year strategic plan and reviewing our Diversity information from our Engagement survey to drive future plans

### 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.

**Gail Adams**  
UK HR Director

“We are proud of the efforts we have made over the past year in working towards creating a more diverse workforce with opportunities for all. We as a business continue to make year on year significant positive improvements across all measures reported and continue to take steps towards improving the culture and providing equal opportunities at all levels and we will continue to drive initiatives that improve this further.

We are committed to driving positive change within ForFarmers.”



**Steven Read**  
Managing Director

