



# **GENDER PAY GAP REPORT**

**2019**

## OPENING STATEMENT

**Since we shared our first report in 2018 we have continued to focus on a number of initiatives related to diversity and inclusion.**

While our key metrics included in this report are a step in the right direction, we believe it will take us time to address the underlying reasons for our gender pay gap, but we remain committed to closing it.

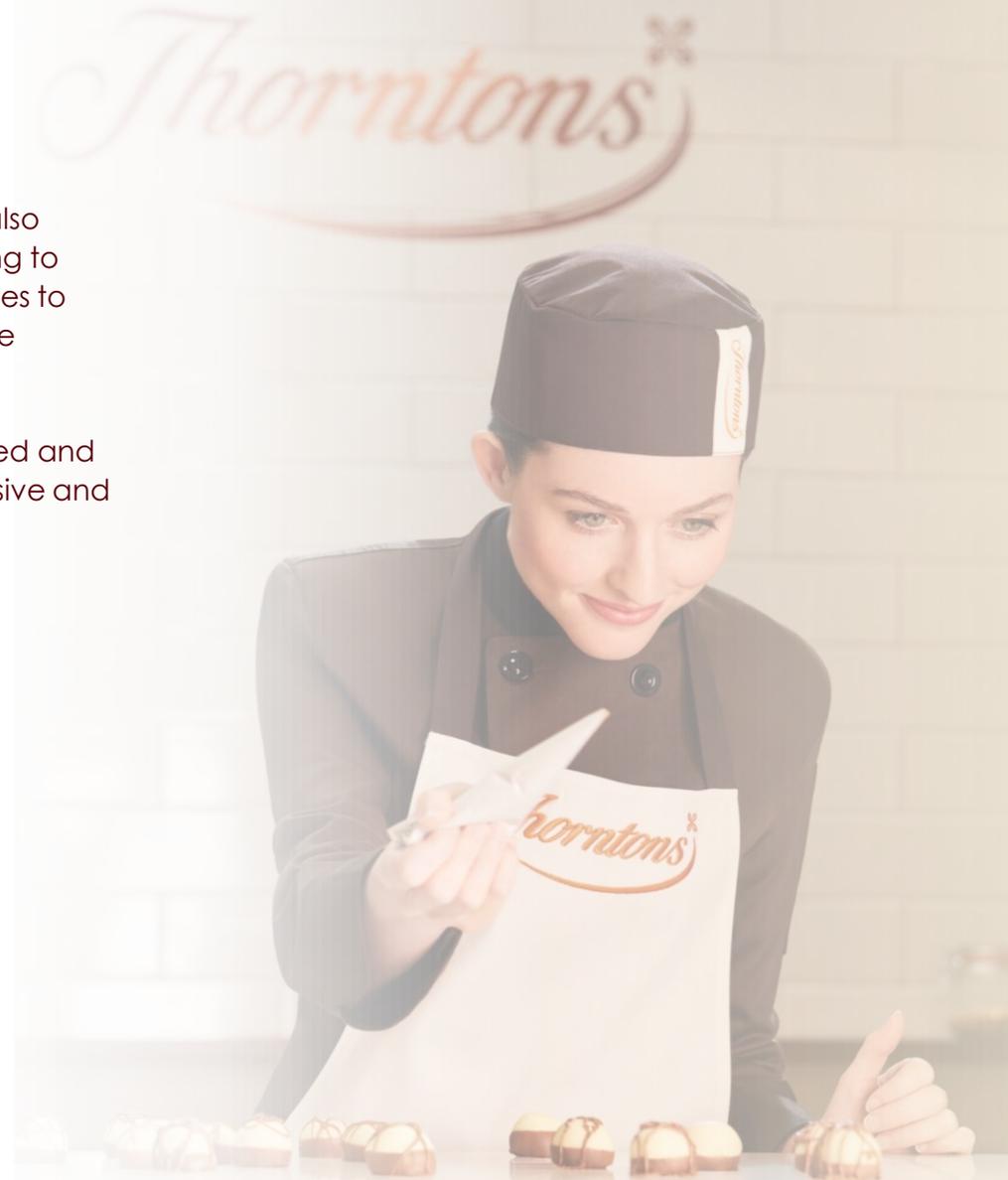
For example, colleagues enjoy long and successful careers with our company, especially those in management positions. While this is positive, it also means it will take time to change our demographics at this level.

Our commitment to equal pay also stands firm and we are continuing to monitor our policies and processes to ensure we are compliant with the regulations

As a company, we are committed and focused on fostering a fair, inclusive and diverse environment where all colleagues can develop.



**Alessandro Nervegna**  
Managing Director  
Thorntons Ltd.



## UNDERSTANDING THE GENDER PAY GAP

**THE GENDER PAY GAP IS THE DIFFERENCE IN PAY BETWEEN MALES AND FEMALES ACROSS AN ENTIRE ORGANISATION AS CALCULATED ACCORDING TO THE GOVERNMENT'S PRESCRIBED METHODOLOGY.**



The mean gender pay gap is the difference in the average hourly rate of pay for males and females across the business.



The median gender pay gap looks at the difference in hourly pay for the middle male and middle female employee in an organisation when ranking a company's male and female populations from lowest to highest hourly pay.

As part of the gender pay reporting process, we are required to split our workforce into four equal groups to show the proportion of males and females in each quartile. We did this by listing employees from the lowest hourly paid to the highest hourly paid, and then dividing the list of employees into four equal parts.

The gender pay gap reporting process requires a large number of variables to be distilled into a few statistical figures, making direct comparisons with other organisations difficult.

It is also particularly important to appreciate that the gender pay gap is not the same thing as equal pay. Equal pay means paying a man and woman the same pay for performing the same or broadly similar work. By contrast, the gender pay gap requires the pay of the average man within the whole organisation to be compared with the pay of the average woman.

We are confident that our gender pay gap is not a reflection of an equal pay issue; instead it is driven by the structure of our workforce and the fact that we have more males than females in senior, and therefore more highly paid roles, when viewing the workforce as a whole. This demographic challenge is well known and shared by many other companies both in the retail and manufacturing sectors and beyond.

# FIGURES FOR 2019

## MEAN

The mean pay gap is the difference between the hourly pay of all male and female employees when added up separately and divided by the total number of the males and females in the workforce.

## MEDIAN

The median pay gap is the difference between the pay of the middle male and middle female, when all of the employees are listed from the highest to the lowest paid.

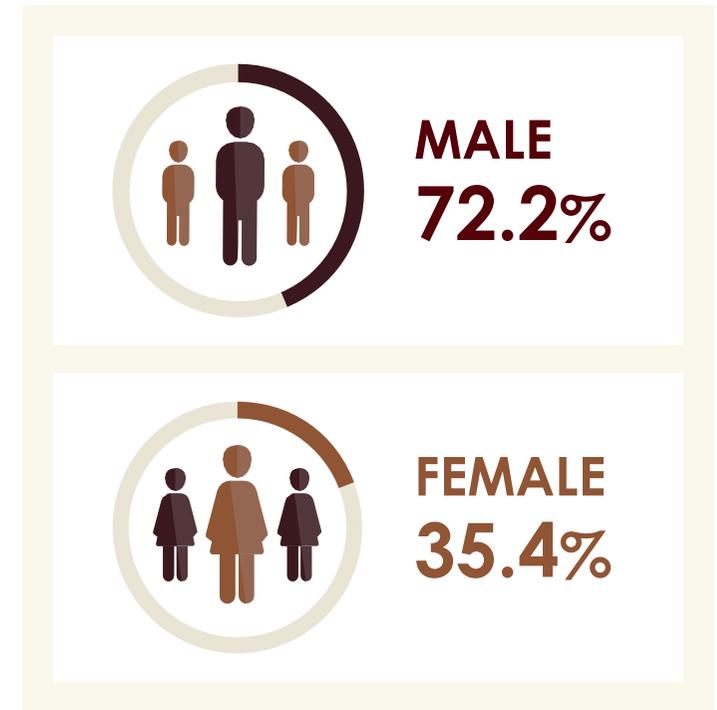
## PAY & BONUS GAPS

	GENDER PAY GAP %	GENDER BONUS GAP %
MEAN	18.2%	22.8%
MEDIAN	19.5%	7.9%

## QUARTILES

	MALE	FEMALE
UPPER	55.14%	44.86%
UPPER MIDDLE	43.48%	56.52%
LOWER MIDDLE	23.52%	76.48%
LOWER	25.30%	74.70%

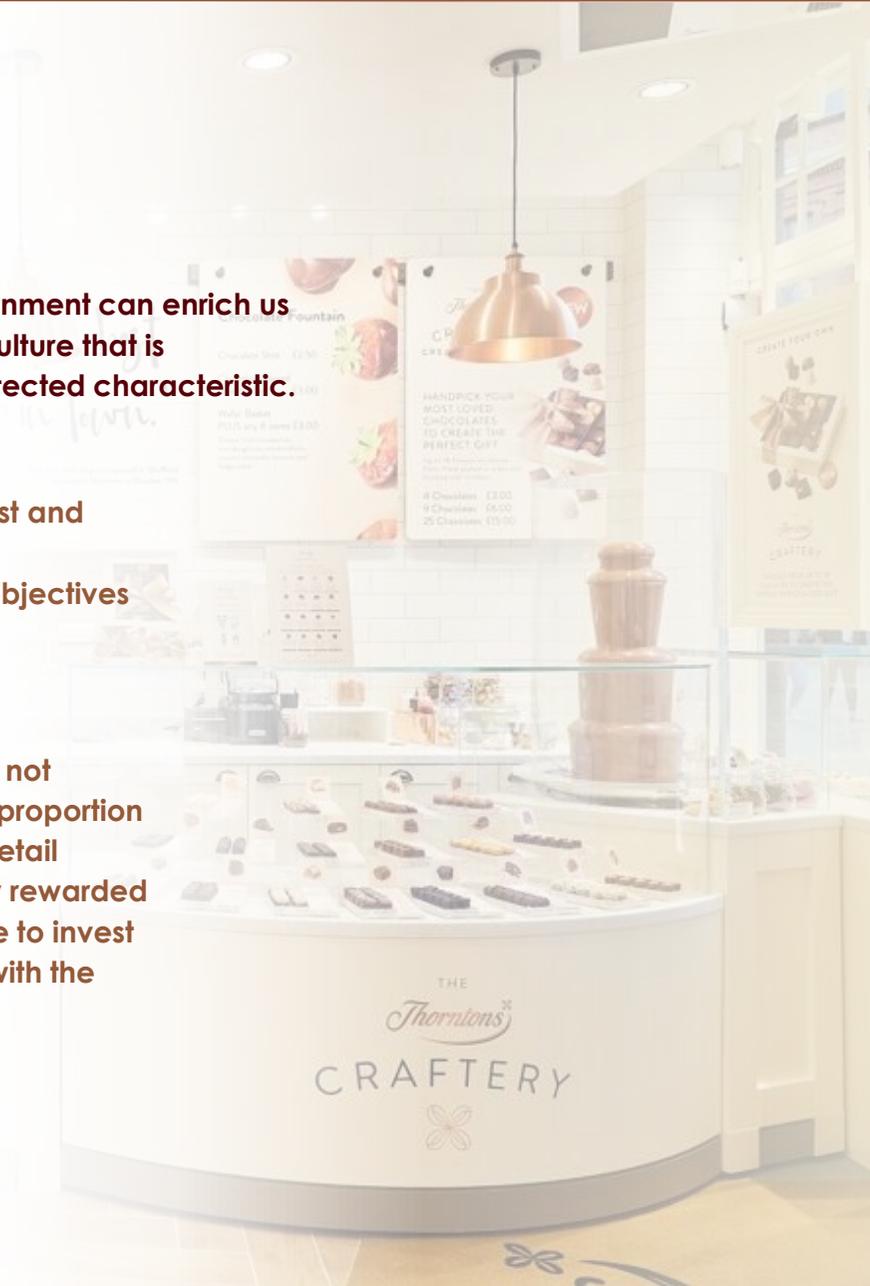
## PERCENTAGE OF MALES AND FEMALES RECEIVING BONUSES



## KEY FACTORS INFLUENCING OUR PAY GAP

At Thorntons Ltd, we strongly believe that working collaboratively in a multicultural environment can enrich us all professionally and personally. A key part of this is ensuring we promote an inclusive culture that is supportive, where we treat every colleague fairly, regardless of gender, or any other protected characteristic.

- ✂ Females continue to occupy a significant number of roles, at 63% of our total workforce.
- ✂ Representation of females in the first and second quartile is over 51%, which demonstrates our progress to the objectives we have set.
- ✂ The trend of employees enjoying long careers continues to be a strength of our business and also an ongoing influence in the reporting. Our commitment on career longevity and equal opportunity remains a focus.
- ✂ The percentage of females that do not receive a bonus is due to the high proportion of females occupying roles in our retail stores. These roles are not currently rewarded with a bonus, however we continue to invest in a competitive package, in line with the National Living Wage.



## CLOSING THE GAP

We are continuing to identify and rollout initiatives to help us address our Gender Pay Gap



### DIVERSITY & INCLUSION

Diversity remains a strategic focus and a key pillar of our long term plan. This includes improving gender balance throughout our organisation.



### UNCONSCIOUS BIAS TRAINING

We are continuing to deliver unconscious bias training to colleagues, to help ensure decisions made during the employment lifecycle are based on merit, regardless of gender or any other protected characteristic.



### MENTAL HEALTH AWARENESS

We've started to rollout Mental Health Awareness training, starting with managers. This initiative supports our focus on creating an inclusive workplace for all colleagues.



### COLLEAGUE FOCUS GROUPS

We have created a forum for colleagues to give feedback and contribute to the ongoing conversation about diversity.



### FLEXIBILITY

Flexibility is an important part of an inclusive and diverse culture. We have launched a new Smart Working policy to give Head Office colleagues greater flexibility in where and how they work.

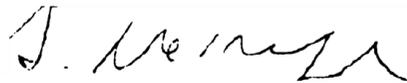


### LEADERSHIP

Our Leadership Development Programme includes modules that continue to educate current and future leaders on the benefits of a diverse workforce.

## DECLARATION

We are committed to avoiding any form of discrimination in our employment practices and are committed to addressing the gender pay gap over the long term. I confirm that the information contained in this report is accurate.



**Alessandro Nervegna**  
Managing Director  
Thorntons Ltd.

