

**Brewers:
Gender Pay Gap Report 2017**

Brewers is a family business committed to being a fair and diverse employer, helping one another to succeed regardless of gender.

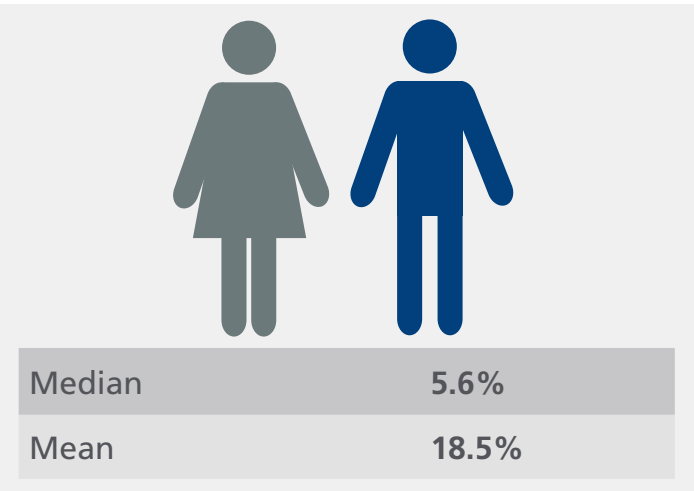
Understanding Brewers Pay Gap

The data below shows that in Brewers there are significantly more men than women across the whole of our business. This is not entirely surprising as we operate in what has been historically and still is a male dominated sector.

This higher proportion of men, particularly in the more highly paid roles, is the main reason for our gender pay gap. In fact, if we were to look at the lower 3 quartiles alone our pay gap (median or mean) would be no more than 1%.

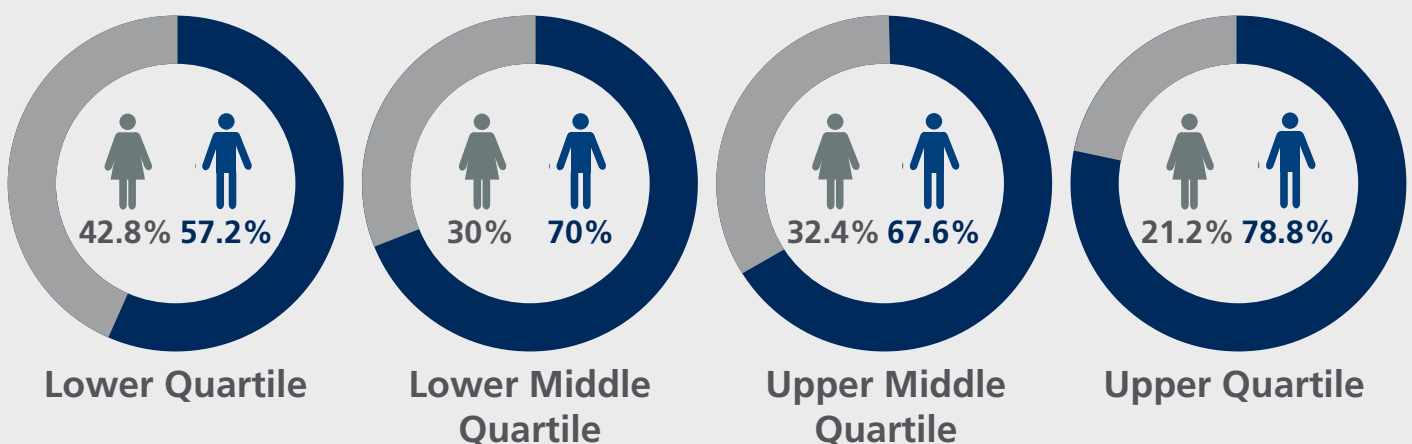
The reporting requirement takes no account of the variance in roles within the business or pay ranges within those roles. As is the case with most large businesses, in Brewers there are fewer senior roles in the structure with turnover at this level much less than at more junior levels. The lower turnover rate gives rise to fewer vacancies thus limiting the opportunities for progression to the senior roles.

We are pleased to report that with our work to date we are making strides and that since the snapshot date for this report we have appointed female candidates into key senior roles, some of which were internal promotions.



This is our overall median (middle) and mean (average) gender pay gap based on hourly rates of pay as at the snapshot date (5 April 2017). The median is significantly better than the national average of 18.4% (based on estimate from ASHE survey 2017).

Proportion Of Men And Women In Each Quartile Pay Band



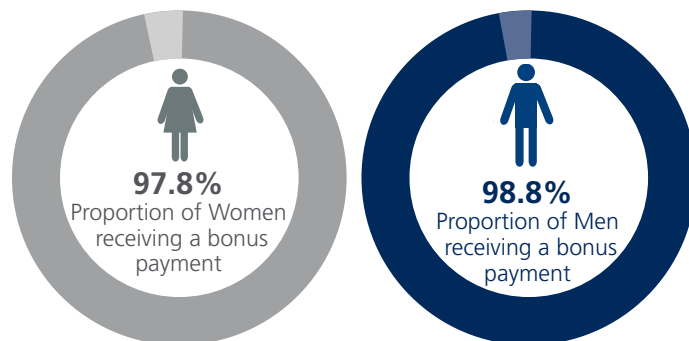
The above image illustrates the gender distribution at Brewers across four equally sized pay quartiles. The data shows that Brewers has a much higher percentage of men across all the quartiles but this is highest in the Upper Quartile.

Bonus Gap

Median	14.8%
Mean	23.2%

This shows the differences in bonuses paid to men and women at Brewers in the year up to and including 5 April 2017 together with the percentage of men and the percentage of women who received a bonus in the same period.

We are proud that our profit share and long service award schemes (included in these bonus results) are calculated equally and available across all job roles.



How We Can Make A Difference

What the data shows us is that we need to improve the gender balance of our staff, particularly at senior level. We have made advances described above and we are committed as a Company to proactively challenge ourselves about the underlying reasons for the gap and address them.

We are already working on ways of becoming more gender balanced for example

🔧 All vacancies are advertised internally across the business and circulated to those on long term leave.

🔧 A career path document is in preparation to ensure that all staff understand the opportunities within the business and the support and development provided so that they are best prepared to apply as and when the vacancies arise.

We believe that our existing policies support our wider commitment to pay equality and fairness for example

🔧 All staff over the age of 18 are paid our full adult pay rate rather than the lower tiers permitted under the National Living Wage

🔧 New starters are immediately paid at the full rate for their role, rather than a reduced probationary rate

We are developing initiatives to:

🔧 Review our talent management strategies to ensure potential is identified and developed at all levels across the business regardless of gender.

🔧 Ensure that inclusion is a normal part of who we are and what we do by, for example delivering training to anyone involved in recruitment so that they understand unconscious bias and how this can impact the workplace

🔧 Improve guidance to managers to help them support new employees in their first year and on return from extended leave

🔧 Fully utilise information derived from exit interviews and recruitment data to improve accessibility for all in our recruitment processes.

I confirm the information reported is accurate and meets the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Alison Lawfield
People Director