



## Gender Pay Gap Report

Based on data from 5 April 2017

Published on 4 April 2018



## Foreword

Our ambition is to be recognised as the best employer in our industry. We will be the company that everyone wants to work for and other companies aspire to be like. We recognise that it is through all of the people that make up our diverse and inclusive culture, that this will be achieved. Everyone has the opportunity to have an impact and every contribution is highly valued. We welcome the opportunity to publish our first Annual Gender Pay Report and share the initiatives and actions we are taking to close the gender pay gap.

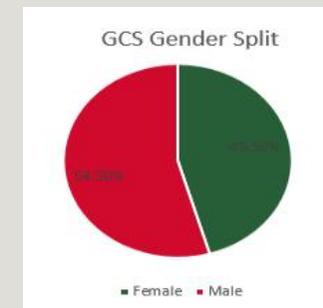
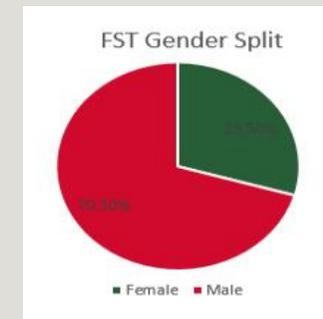
We are reporting on two business entities within the Fuller's family - Fuller, Smith and Turner PLC (FST) and Griffin Catering Services Limited (GCS). There are approximately 700 employees in the FST business. This group includes our head office, production, distribution, central support functions, directors, and general managers. There are approximately 3,500 employees in the GCS retail business. These colleagues are the chefs, pub and hotel teams that deliver the customer experience in our Pubs and Hotels.

There are two subsidiary companies where we employ less than 250 people and are therefore not required to report on. Both are based in the South West —Nectar, a distribution business, and Cornish Orchards, our cider producer. A third subsidiary, The Stable, a premium pizza and cider retail business will report separately.

## Fuller's Facts

**Over 4,200**

FST and GCS employees



### Understanding our Pay Gap

The FST median hourly pay gap is almost at parity (0.1% higher for women). The FST mean hourly pay gap is 9.7% higher for men. The GCS median hourly pay gap is 4.2% and the mean hourly pay gap is 5.5% higher for men.

These gender pay gaps result from the types of roles which men and women have historically held within FST and GCS, and the salaries that these roles attract. In effect, we have a higher number of men in roles that pay more, including senior managers, distribution and manufacturing, heads chefs and general managers.

We are not alone in this and understand that this is an issue throughout our industry. That said, we believe we compare well with other comparator organisations. The average UK mean differential is 17.4%, while for the Retail Sector this rises to 18.4%. However, we are not complacent and have implemented a number of initiatives, actions and programmes to reduce our gender pay gap.

FST	
Mean Hourly Pay	Median Hourly Pay
-9.7%	+0.1%

GCS	
Mean Hourly Pay	Median Hourly Pay
-5.5%	-4.2%

\*Minus figure denotes male pay is higher



## Closing our Pay Gap

Our ambition is to close the gap. To achieve this, we are committed to delivering initiatives to improve how we attract, engage and develop women as well as other under-represented groups.

We have invested significantly in development opportunities for our people. We have launched a number of senior executive development programmes to prepare internal candidates for promotion to senior levels. Women comprised 65% of attendees, with most having now been promoted to new roles. This includes two divisional directors and our first female Head Brewer appointment.

Our fast track graduate programme has been running for several years and many of its participants are now being appointed to leadership positions. Women accounted for 67% of these cohorts.

Head chef roles within Fuller's and the wider industry are predominantly held by men. However, 40% of our apprentice chefs are female and are proving more likely to stay than their male counterparts.

We are also encouraging more women to apply for our new brewing and other manufacturing apprenticeships. We will also be encouraging more women to return to work with the creation of our Women in Hospitality programme.

# 38%

of our senior management team are women



We appointed our first female

## Head Brewer

in 2017, through internal promotion



# 65%

of our Advanced Leadership Programme (created to develop our future senior team) are women

# 33%

of our Divisional Directors are female



# 67%

of our Fast Track Graduate scheme cohort are women

## Statutory Disclosures

	FST	GCS
Percentage of male / female employees	70.5% / 29.5%	54.5% / 45.5%
Mean pay gap*	-9.7%	-5.5%
Median pay gap	+0.1%	-4.2%
Mean bonus gap	-60.5%	+17.1%
Median bonus gap	0%	-15.7%
Percentage of males / females receiving bonus	70.7% / 77%	13% / 12.1%

\*Minus figure denotes male pay is higher

FST % of males / females making up quartiles	Upper Quartile	Upper Middle Quartile	Lower Middle Quartile	Lower Quartile	Total
Female	25.7%	33.5%	24%	34.9%	29.5%
Male	74.3%	66.5%	76%	65.1%	70.5%

GCS % of males / females making up quartiles	Upper Quartile	Upper Middle Quartile	Lower Middle Quartile	Lower Quartile	Total
Female	34%	45.7%	48.6%	53.6%	45.5%
Male	66%	54.3%	51.4%	46.4%	54.5%

### Declaration

We confirm the information and data reported is accurate as of the snapshot date 5 April 2017.

*Simon Emeny*

Simon Emeny  
Chief Executive

*David Hoyle*

David Hoyle  
People Director

