



Accolade  
Wines

## Gender Pay Gap Report 2017

# Our 2017 Gender Pay Gap Report

We are pleased to introduce our inaugural Gender Pay Gap Report based on data from our UK workforce. Accolade Wines is strongly committed to gender pay equity and this is reflected in the actions we have taken on the issue. This includes enacting a robust and transparent benchmarking and job evaluation framework to support pay equity, an internal program for nurturing and developing female talent, and a requirement for gender balanced shortlists when hiring into senior roles.

We look forward to seeing the positive outcomes of these initiatives that will enable us to reap the benefits of a more diverse range of talent, especially in senior management positions. We hope you find this information useful as we work to make Accolade Wines an even more inspiring and rewarding place for women to work.

## Gender Hourly Pay and Bonus Gap Data

The table below shows the overall mean and median gender pay gap based on hourly rate of pay as at the snapshot date (5 April 2017). It also captures the mean and median difference between bonuses paid to men and women in the year up to 5 April 2017 (i.e. for the 2016 performance year).

	Mean Pay Gap	Median Pay Gap
Hourly Fixed Pay	-1.8%	-11.5%
Annual Bonus	35.6%	13.9%

## Hourly Pay Gap

Both our mean and median hourly pay gaps are negative, meaning that women are paid more than men on average.

This is due to the size of our industrial population and the under-representation of women here. Women represent 26% of our overall workforce, but less than 4% of our industrials workforce. Salaries for our industrials workforce are fixed by collective bargaining and so there is no gender pay gap for this population.

## Bonus Pay Gap

Both our mean and median bonus pay gaps are positive, meaning that men are paid more than women on average. The bonus pay calculations exclude our industrials workforce which does not receive bonus payments.

There are several factors which account for this gap. Firstly, unlike the pay figure, the bonus figure is not adjusted for part time workers, of which women are represented in greater numbers. The median bonus pay gap is also explained by the under-representation of women in senior roles, where bonus payments are inevitably larger.

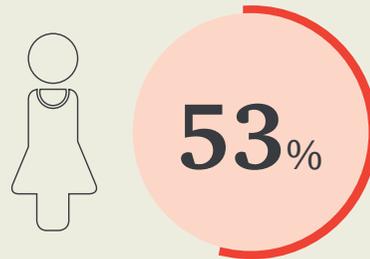
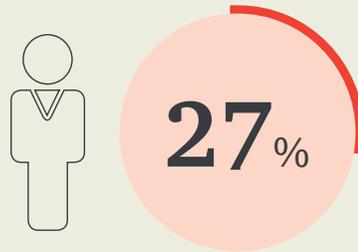


## Proportion of Employees Receiving a Bonus Payment for 2016

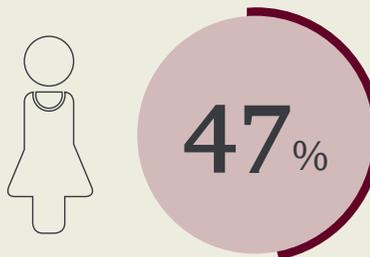
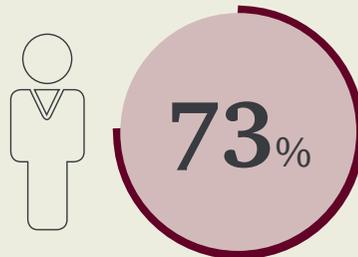
There is a 26% difference in the proportion of males and females receiving a bonus payment, with far fewer men receiving a bonus.

This reflects the make-up of our workforce, as a large proportion of our employees, including the entire industrials workforce—which is predominantly male—are not eligible to participate in any bonus scheme.

### Received a bonus



### Did not receive a bonus

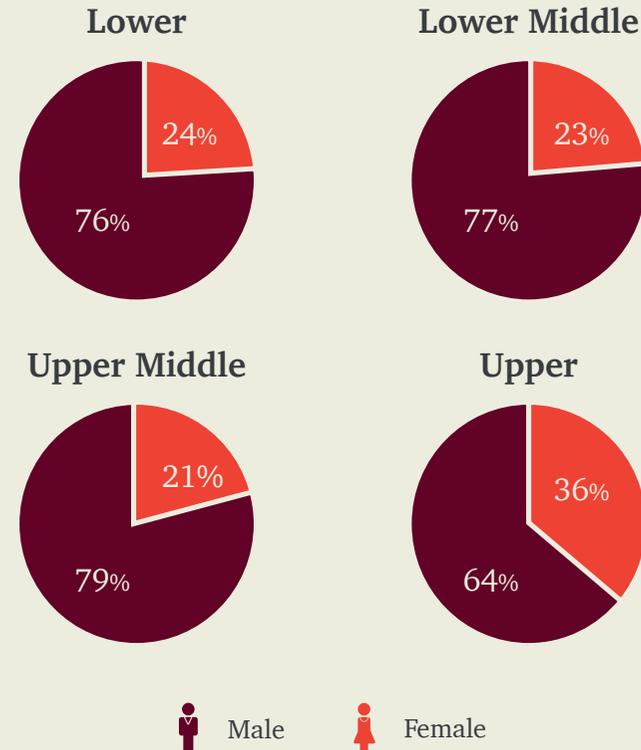


## Pay Quartiles

The charts below illustrate the gender distribution at Accolade Wines across four equally sized quartiles, each containing just under 140 employees.

There is a greater proportion of women in the upper quartile; this is again explained by the inclusion of the industrials workforce, which is predominantly male, which distorts the data for the lower two quartiles.

If the industrials workforce is excluded, the distribution changes, with women being more prevalent in the lower quartiles, and becoming less prevalent in the upper quartiles, due to their under-representation in senior roles.



# Action Plan

## Reward Systems

Our remuneration strategy includes a robust and transparent benchmarking and job evaluation framework supporting internal pay equity, ensuring that employees are being paid a fair salary for their role and location and that males and females in similar roles receive similar pay.

Whilst our reward systems and benchmarking ensure full compliance with equal pay legislation, we intend to integrate gender pay equity considerations into our annual review processes as a further step.

## Increasing the Representation of Women at Senior Levels

Accolade Wines is committed to developing a diverse workforce and has procedures in place to ensure that individuals are treated equally and fairly and that decisions on recruitment, selection, training, promotion, and career management are based solely on objective and job related criteria.

The company has recognised the under-representation of women in senior roles and is taking steps to address this, including the recent launch of our global ACCelerate programme designed to encourage diversity

and to develop both current and emerging female talent within the business.

This is in addition to wider development programs targeted at current and future managers and leaders which will support us in ensuring that we retain and develop talent throughout the business.

We have also introduced a global gender balanced shortlist policy for the recruitment of senior roles, with the aim of increasing the proportion of women in these positions throughout the organisation.





Accolade  
Wines



## Increasing the Representation of Women Within Manufacturing and Warehouse Roles

The under-representation of women in industrial roles is common throughout the UK manufacturing industry. Our female workforce is relatively high for the sector at 26% of the overall workforce compared with an industry average of 15% according to EEF - The Manufacturers' Organisation.

However, females make up less than 4% of our industrials workforce. One key factor is likely to be the requirement for shift

work in these roles which can be incompatible with family caring responsibilities. We will explore our recruitment processes to address any perceived barriers to women taking up traditional manufacturing roles.

We hope that this will attract more women to these roles and allow them to enjoy the many opportunities a career in manufacturing has to offer.

I confirm that the data reported is accurate as of the snapshot date 5 April 2017.

Anjanette Murfet

General Manager, People & Communications