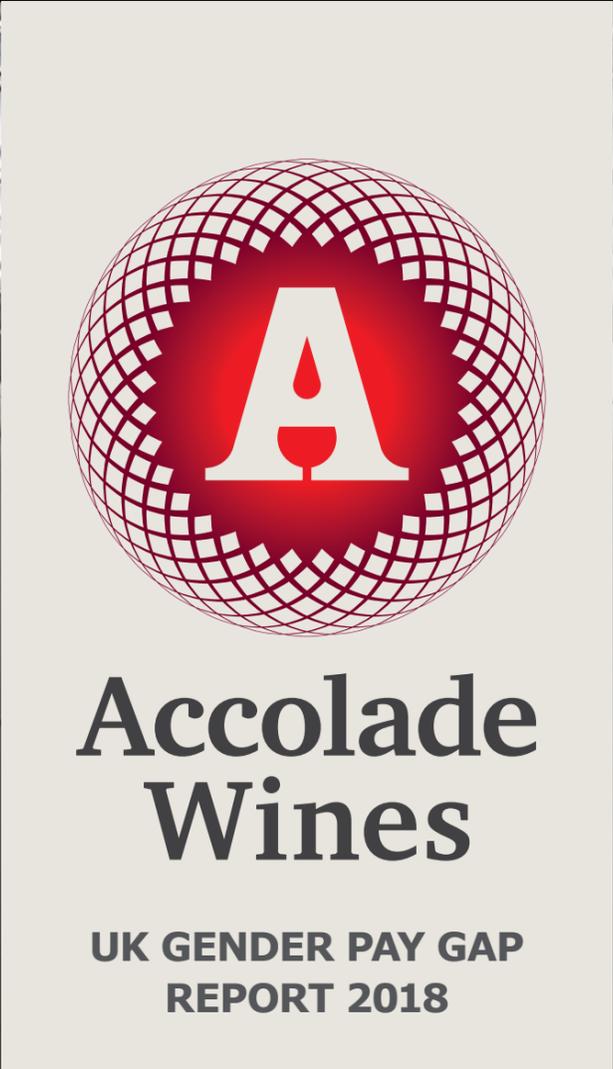




# Accolade Wines

UK GENDER PAY GAP  
REPORT 2018



At Accolade Wines, our people are our greatest asset. We are constantly striving to improve ways of working, enabling and empowering employees to deliver on strategic business goals in a collaborative and coherent fashion.

Ultimately, creating a successful high-performance culture depends not only on clearly defined accountabilities and responsibilities but also on a diversity of leadership across all layers of the business. This is one of the core reasons why equality on pay and progression is so important to us.

Following the publication of our first gender pay gap report last year, we are pleased to report that we have closed the gap in both hourly and bonus pay. We look forward to further positive outcomes this year and hope you find this information useful as we continue to make Accolade Wines an even more rewarding place to work.

## Measuring the Pay Gap

We are pleased to introduce our 2018 Gender Pay gap report based on data from our UK workforce.

Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, UK employers with 250 or more employees must publish an annual report of selected data on their gender pay gap.

Accolade Wines employs over 530 people in the UK. Our people are split across a commercial office in Weybridge, our award-winning bottling, warehousing and distribution facility known as 'Accolade Park' in Avonmouth, near Bristol, and our field sales teams. The data contained in this report reflects the combined figures for all our UK employees regardless of location.

Our staff are employed across a variety of roles spanning commercial and corporate finance, HR, IT, legal, operations and supply chain, sales and marketing, warehousing and production.

As in last year's report, we are again measuring the mean and median gaps between hourly pay and bonuses received by our male and female employees.

Compared to 2017, you will see that we have made progress in equalising our mean hourly pay gap, which now stands at just 0.4%. The difference in median pay has also narrowed, from -11.5% to -10.3%, meaning women continued to be paid more than men on this measure.

Our mean bonus gap, meanwhile, has dropped by more than 10%, from over 35% to just under 32%. On the median bonus gap measure, women earned a higher median bonus this year – a turnaround from last year's figures – as the gap between male and female employees shrank from 13.9% to -4.7%.

## Gender Hourly Pay and Bonus Gap Data

The table below shows our overall mean and median gender pay gap based on hourly rate of pay as at 5 April 2018. It also captures the mean and median difference between bonuses paid to men and women in the year up to 5 April 2018 (i.e. for the 2017 performance year).

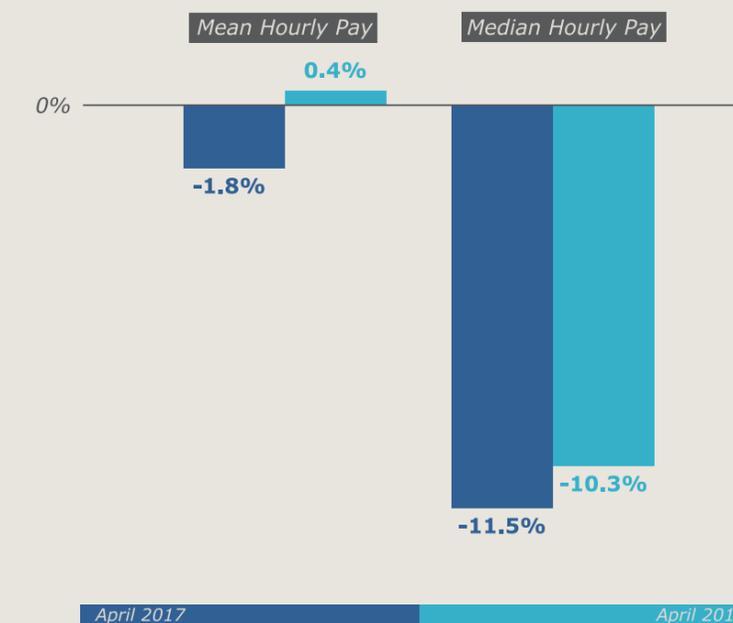
### HOURLY FIXED PAY

	2017	2018
<b>MEAN PAY GAP</b>	-1.8%	0.4%
<b>MEDIAN PAY GAP</b>	-11.5%	-10.3%

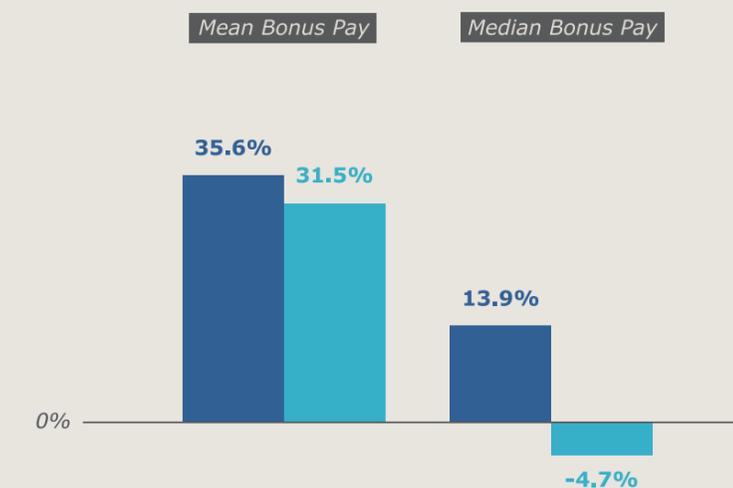
### ANNUAL BONUS

	2017	2018
<b>MEAN PAY GAP</b>	35.6%	31.5%
<b>MEDIAN PAY GAP</b>	13.9%	-4.7%

## OUR PAY GAP - HOURLY PAY



## OUR PAY GAP - BONUS PAY



## Hourly Pay Gap

As mentioned above, Accolade Wines' more than 530 staff are employed across an assortment of roles and this can help explain the pay gap numbers. Most of those at our manufacturing site at Accolade Park in Avonmouth fulfil warehousing and production roles, while those based in our Weybridge office perform largely commercial and corporate functions.

Our mean hourly pay gap now stands at just 0.4%. This is much lower than both the national and manufacturing average for 2017 (14.3% and 10.6% respectively).

While our median figure also shows that while women continue, on average, to be paid more, the pay gap has reduced.

The main reason for this gap is the size of our industrial workforce – where salaries are fixed by collective bargaining – relative to our overall workforce and the under-representation of women in this category. Women represent 25% of our overall UK workforce but less than 4% of industrial employees.

## Bonus Pay Gap

Both our mean and median bonus pay gaps have reduced since 2017. Our median bonus pay gap, which reflects the salary of a "typical" employee, is now -4.7%, with women paid more than men on this measure. It is worth highlighting that, overall, this figure is affected by a range of internal and external factors. Our mean bonus pay gap has reduced by more than 10% from 35.6% to 31.5%. The size of this gap can be explained by the under-representation of women in the most senior roles, where bonus payments are inevitably higher.

In addition, unlike the hourly pay figure, bonus figures are not adjusted for part-time workers, of which women are represented in greater numbers.

## Proportion of employees Receiving a Bonus Payment for 2017

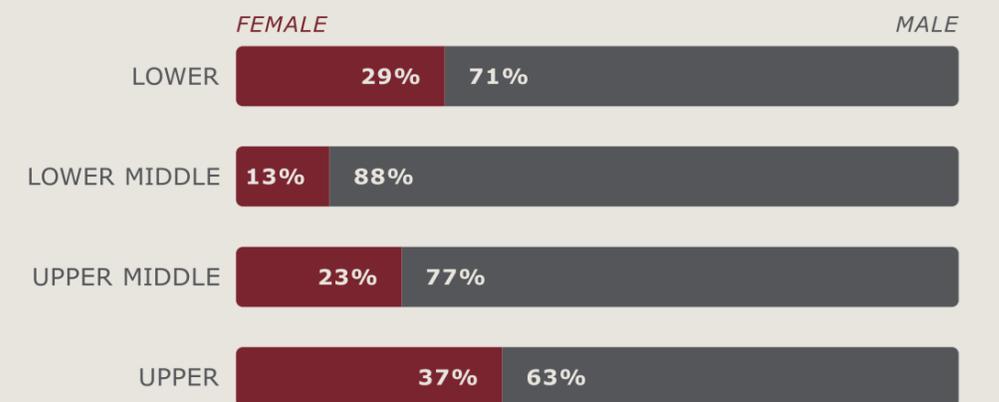
There is a 28% difference in the proportion of men and women receiving a bonus payment, with far fewer men receiving a bonus. As reported in 2017, this reflects the make-up of our workforce as a large proportion of our employees, including the entire, predominantly male industrial workforce do not participate in any bonus scheme.



## Pay Quartiles

The charts below illustrate the gender distribution at Accolade Wines across four equally sized pay quartiles, each containing just under 130 employees.

As in 2017, there is a greater proportion of women in the upper quartile. This is again explained by the inclusion of the predominantly male industrial workforce, which affects the data for the lower quartiles.





## Action Plan and Impact

In our 2017 report, we committed to taking actions to reduce our gender pay gap and I am delighted to report that we have succeeded in equalising our mean hourly pay gap to just 0.4% and reducing our mean bonus pay gap by more than 10%. However, we recognise that progress is still needed to address the under-representation of women in certain roles within our business.

## Closing the Gap

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.

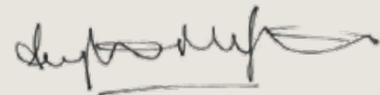
The company has recognised the under-representation of women in senior roles and has taken steps to address this. In the UK, this includes the 2017 launch of our ACCelerate program designed to encourage, nurture and provide networking and development opportunities for current and emerging female talent within the business.

In addition, we launched two wider development programs, Leading into the Future and Developing for Today, which are targeted at current and future managers and leaders to support us in retaining and developing talent throughout the UK business.

## Increase representation of women within manufacturing and warehouse roles

The under-representation of women in industrial roles is common throughout the UK manufacturing industry. Our actions are constrained by our low turnover in these roles. But we will be looking at opportunities to introduce flexibility to these roles and also to challenge current perceptions of careers in manufacturing that may act as barriers to women taking them up. We hope this will allow us to attract more women 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 5 April 2018.



**Anjanette Murfet**

Director, People & Communications

*Accolade Wines Limited is required by law to carry out Gender Pay Reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. The report relates to our UK employees only.*

