

Barbour's UK staff Gender Pay Gap Report

Gender pay gap at Barbour

Here at Barbour we are passionate about creating a great place to work, where everyone feels valued, is rewarded fairly and are developed and supported to reach their potential.

On the snapshot date of 5th April 2023, we employed 972 people in the UK, 61% were female and 39% were men.

Our Pay Gap Results

The Barbour business is made up in broad terms of four key staff groups

1. Head Office functions – this includes Design and Development, Supply Chain, Marketing, Sales and supporting functions such as Finance, IT & HR;
2. Warehouse Operations;
3. Our UK manufacturing facility;
4. A small retail estate of stores.

We have compared the average pay of all the women we employ with the average pay for all the men.

Mean Pay Gap

The mean gender pay gap is the difference in the average hourly pay for women compared to men.

The majority of warehouse, manufacturing and retail roles all fall within the first 3 quartiles of pay levels below, and within these quartiles there is very small and marginal differences between male and female pay as shown in the summary table below.

Difference Between Men's and Women's average hourly pay (total workforce)	
Lower Quartile	Women 1.09% higher
Lower Middle Quartile	Men 1.9% higher
Upper Middle Quartile	Women 4.3% higher
Upper Quartile	Men 14.7% higher

Overall Mean Pay Gap is 19.52% - on average women at Barbour are paid 19.52% less than men

Apart from the upper quartile there is very little difference between the average pay for men and women, the gap widens in the upper quartile. We have made significant progress in the upper quartile vs last year and will continue to work through the actions highlighted at the end of this report to ensure that we continue to narrow this gap.

Our overall pay gap figure of 19.52% seems high and we have found this is influenced heavily by the lower number of women who are employed in our more senior roles within our head office departments.

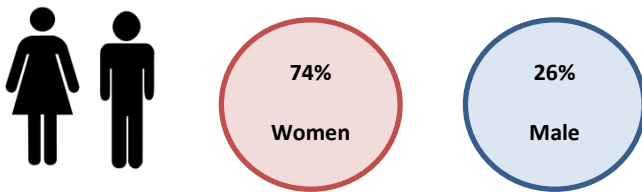
Median Pay Gap

The median is the middle point of a population. If you separately lined up all the women and men at Barbour, the median pay gap is the difference between the hourly pay rate of the middle woman compared to the middle men.

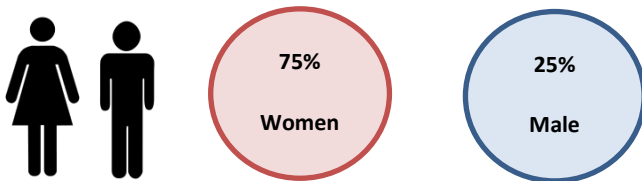
Here at Barbour the median hourly rate for women is 8.16% less than the median hourly rate for men.

Pay Quartiles

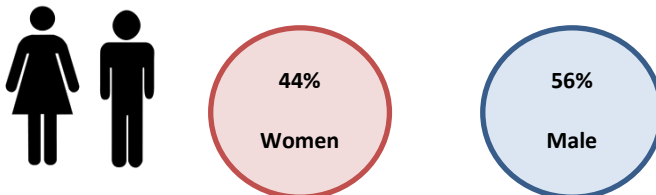
Lower quartile



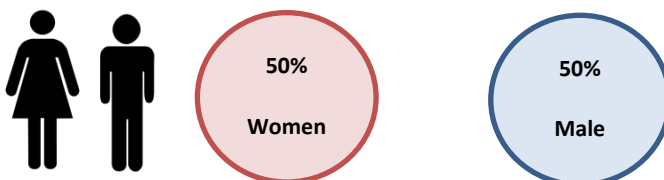
Lower Middle quartile



Upper Middle quartile



Upper quartile



Our Gender Pay Bonus gap

At Barbour annual bonus payments are discretionary and based on the performance of the business and for a high proportion of staff on their own individual performance. Most bonuses are based on a percentage of an individual's annual wage; therefore higher earners who are more influential and strong performers in the business are by definition eligible to access higher levels of bonus.

When we compared women's average bonus pay with that of men at the snapshot date, we found on average women were paid 45% less bonus payments than men. When it came to the median, the midpoint bonus for women was actually 29% higher than the midpoint bonus for men.

When broken down in quartiles however we found a significantly higher pay gap was found in the upper quartile due to more male employees than female employees in our most senior roles at Barbour who have the higher bonus earning potential because of their salary levels and their significant influence on the business results.

Difference Between Men's and Women's bonus pay	
	Mean
Lower Quartile	Men 13% higher
Lower Middle Quartile	Women 3% higher
Upper Middle Quartile	Women 3% higher
Upper Quartile	Men 46% higher

We also looked at the bonuses paid across our business and found:

Of our female employees



94%

received a bonus

Of our male employees



97%

received a bonus

What are we doing to address our Pay and Bonus Gap?

It is acknowledged we have an under representation of

women at our more senior levels.

We are carrying out activities to specifically improve access for women to senior roles and

are looking at opportunities for women to be more involved in senior decision-making processes and have made some positive progress.

Diversity and Inclusion network

With a focus on women from across the business to better understand and address key issues from a female perspective and provide a peer support network.

Management Training

We have provided training for all our managers on tackling conscious and unconscious bias including matter of respect and rolled out Management Development training to better equip our managers to coach, develop and lead diverse teams.

Recruitment, development and promotion

We have launched inclusive hiring training and processes to ensure there is no bias and all decisions are based on fair and objective criteria and the hiring approach is transparent.

In addition, we have launched a new careers site aimed at attracting a more diverse slate of candidates. We work with community partners to support women transitioning back into the workplace.

Talent Pipeline for Women

We are continually looking at ways to develop our workforce, and run a “Leadership Development Programme” of which 75% of participants are women. The aim is to encourage more women into senior roles within the business.

Apprenticeships

We are constantly looking at ways of upskilling our staff using our Apprenticeship Levy and have invested in supporting internal promotion and progression of women utilising apprenticeship training opportunities in areas such as Finance, HR, E-Commerce, Supply Chain and Sales with over half of apprenticeships held by women.

Reward & Recognition

We have a robust performance management framework that is clear and consistent. We believe in rewarding people for working hard and for recognising the contribution they have made to the business irrespective of gender.

Family Friendly Policies

We offer flexibility (hybrid working / flexible hours) to ensure our workplace is accessible for all. We have improved our enhanced maternity benefit and implemented a peer program

to better support women returning from maternity leave.

We are confident our employees are paid equally for equivalent jobs and will continue to strive to ensure fairness and consistency when rewarding our employees.

As we continue to make progress in all of the areas outlined, we are confident we will see a growing female representation in our more senior roles within the business.

I confirm that the data contained in this report is accurate.

Steve Buck

Managing Director
J Barbour & Sons Ltd