

**Barbour  
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 2021, we employed 714 people in the UK, 63% were female and 37% 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.

<b>Difference Between Men's and Women's average hourly pay (total workforce)</b>	
Lower Quartile	Men are paid 3.25% less than women
Lower Middle Quartile	Men are paid 1.04% less than women
Upper Middle Quartile	Women are paid 4.38% less than men
Upper Quartile	Women are paid 30.30% less than men
Overall Mean Pay Gap	Women are paid 25.86% 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.

Our overall pay gap figure of 25.86% seems high and we have found this is influenced heavily by the number of women who are employed in our more senior roles within our head office departments.

If we remove our senior management team (which accounts for 2% of our workforce) from our calculations our gap reduces significantly to 10.57% which is well below the national average of just over 15%.



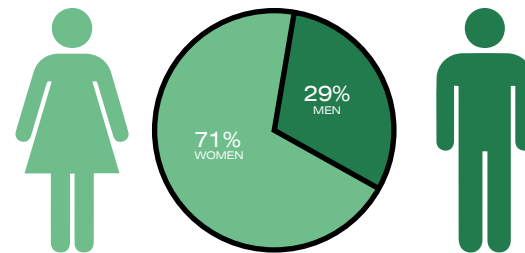
## MEDIAN PAY GAP

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.

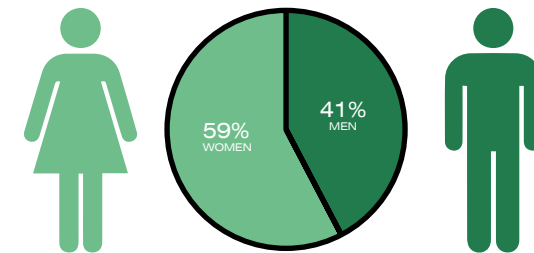
Here at Barbour the median hourly rate for women is 2.35% less than the median hourly rate for men. This has reduced from 9.8% in 2018.

### Pay Quartiles

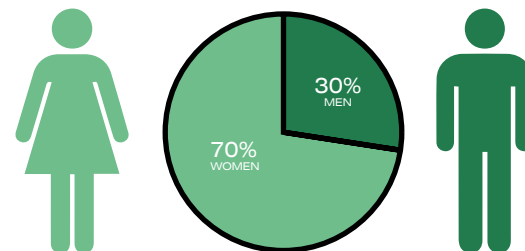
#### LOWER QUARTILE



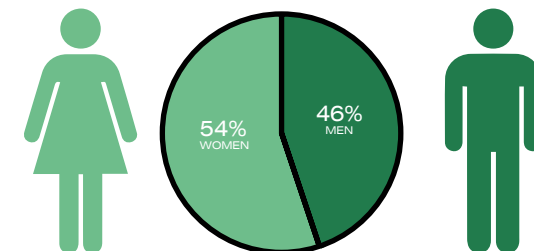
#### LOWER MIDDLE QUARTILE



#### UPPER MIDDLE QUARTILE



#### UPPER QUARTILE



As the above shows, we employ a higher proportion of women at all levels across the business.

## 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 66% less bonus payments than men, but when it came to the median, the midpoint bonus for women was 34% 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	Women 1.17% % higher
Lower Middle Quartile	Men 20% higher
Upper Middle Quartile	Men 2.86 higher
Upper Quartile	Men 66% higher

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

**Of our female employees**

**97% received  
a bonus**



**Of our male employees**

**98% 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.

### **Women@Barbour Forum**

We now hold a bi-monthly Women @ Barbour Forum with a cross section of women from across the business to gain a better understanding of issues from a female perspective.

### **Tracking and reporting**

We have invested in technology which has improved our ability to regularly analyse the make-up of our workforce focusing on information such as age, sex, salary levels etc. We are also investing in a new Applicant Tracking System which will allow us to monitor the make-up of candidates applying for roles with Barbour.

### **Management Training**

We have provided training for all our Managers on tackling conscious and unconscious bias.

### **Recruitment, development and promotion**

We are in the process of reviewing and documenting our approaches in these areas to ensure there is no bias and all decisions are based on fair and objective criteria and the approach is transparent.

### **Talent Pipeline for Women**

We are continually looking at ways to develop our workforce, we currently run a "Future Talent Programme" of which 80% 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 in areas such as Finance, Supply Chain and UK Sales. Of all the apprenticeship training programmes being run at Barbour 60% are being carried out 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.

**Family Friendly Policies**

We offer flexibility to ensure our workplace is accessible for all. We support women returners from maternity leave and wherever possible will work with individuals to offer working patterns to retain them.

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**