

Squire's gender pay

Squire's is a family owned group of Garden Centres and we are proud to offer fair, equitable pay to all our employees regardless of gender. We are also proud that our % gender pay gap measured by hourly rate is significantly better than the national average for both median and mean hourly pay.

What is the difference between Equal pay and Gender Pay Gap?

Equal pay for the same work or work of equal value is a longstanding principle which we are absolutely committed to upholding throughout our business. We pay our employees equally and apply fairness in all areas of our pay structure, not just gender pay; for example, we pay our apprentices the full rate of pay rather than the Government's suggested apprentice rate.

Equal pay is different from the gender pay gap which compares the average earnings of men and women within a Company. This difference is expressed as the percentage difference between men's and women's hourly pay. In effect it seeks to measure the effect of the 'glass ceiling', because it reflects how many women are employed at senior levels (with higher remuneration) within an organisation compared to the number of males.

At Board level, two of the seven directors are female. Women are also well represented in department head and other senior roles at our Group Office including in our HR, marketing, finance, facilities and buying functions. Of our fifteen garden centre managers three are female, including the manager of one of our two largest turnover garden centres.

We still recognise that there is more to be done to close the gap and we are not complacent in this.

Pay - Hourly Rate

% Average difference Females v Males

	Squire's	UK*
Median	1.5%	18.4%
Mean	12.8%	17.4%

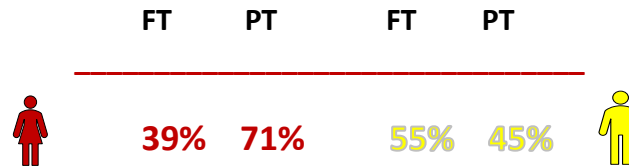
*Based on estimates from the National Office of Statistics' Annual Survey of Hours and Earnings 2017

The causes of a gender pay gap can be complex. It isn't simply about ensuring men and women in the same roles are paid equally. There are a number of other factors at play, such as working hours and the number of men and women in different roles across a business. Employees also make personal choices around their working patterns, which are a key driver in our gender pay gap.

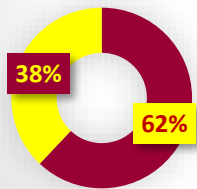
Understanding the Gap

Our employees make personal choices around their working patterns, which are a key driver in our gender pay gap. For example, we have a large number of part time, flexible roles in our Garden Centres and Café Bars, all of which are paid above the National Living Wage. Three of our senior managers in our Head Office are paid in the upper Quartile but have chosen to work part time.

% of Male and Female employees who work full and part time

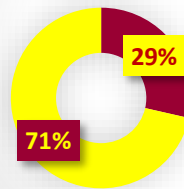


Total employees 756



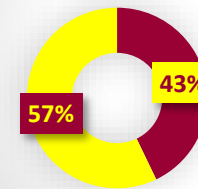
Female 469
Male 287

Total Board 7



Female 2
Male 5

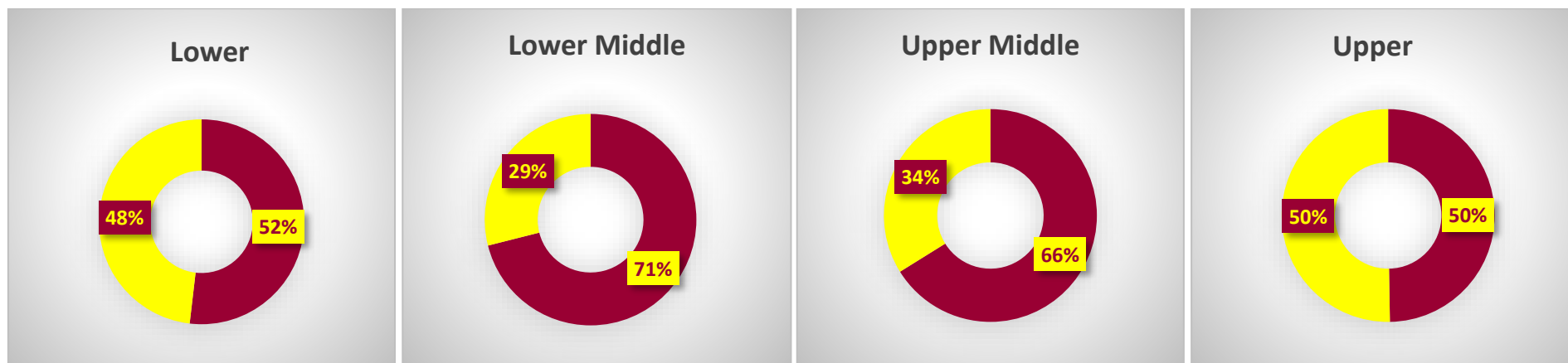
Total Senior Managers 28



Female 12
Male 16

Squire's gender pay by quartiles

As part of the Gender Pay Gap reporting process, employers have been asked to split their workforce into four groups based on pay, and to show the proportion of male and female employees in each quartile, as shown below:



Having looked at our results in detail we have identified that our gap is as the result of having more men than women in store management positions and as Directors in the upper quartile.

We have either more or, in one instance, the same percentage of female employees to male, in each quartile. The nature of our business, retail, means that our structure has a large number of customer-facing and service-related part time roles that often suit employees with caring responsibilities.

Squire's Bonus Pay

Our philosophy is to pay people a fair and proper salary or hourly rate for the work they do. This enables employees to budget properly and gives them a guaranteed income. Our bonus pot is therefore a very small percentage of our total salary bill. On average each year it makes up just 4% of our circa £12 million payroll. This non-contractual bonus is therefore a true bonus, to say thank you for hard work, and a very minor part of our employees' annual remuneration. Everyone gets the same percentage of their annual pay, other than Directors and Senior Managers who receive higher percentages. Currently more of these senior people are male than female. Therefore, the bonus gender pay gap identified below is again a reflection of the fact that there are currently more male than female employees in senior roles within the business.

Bonus pay difference between Men and Women

Median	45.2%
Mean	49.7%

Closing the gap

We always ensure colleagues have access to the same opportunities. However, there are a number of factors outside of our control, such as an employee's choice of roles and working hours to suit their individual circumstances. We recognise that there is more to do to reduce our gender pay gap still further. This is something we are absolutely committed to addressing by:

1. More actively promoting our existing policies on flexible working and shared parental leave.
2. Tailoring our training and development in order to attract more of our female employees to apply for Management roles in the Company.
3. Continuing to ensure that our recruitment decision makers are provided with equality and diversity training so that all protected characteristics receive equal opportunities.

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



Sarah Squire, Deputy Chairman

22 March 2018