

GENDER PAY GAP REPORT 2018

**SQUIRES**
GARDEN CENTRES



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.

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.

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.

What Is The Gender Pay Gap?

It's important to understand that the Gender Pay Gap is different from Equal pay.

WHAT'S THE DIFFERENCE?

Equal pay means that men and women who perform the same job function should generally receive equal pay.

The **Gender Pay Gap** compares the average earnings of men and women within a Company.

This difference is expressed as the percentage difference between men 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.

WHAT CAUSES THE GENDER PAY GAP?

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 factors involved, but the biggest behind our gender pay gap is the balance of men and women across job levels.

There are significantly fewer senior roles and the turnover at this level is much lower than at a more junior level. Therefore vacancies for these roles do not arise as frequently, which will take time to impact the figures.

PAY - HOURLY RATE

The difference between women and men.

	2018	2017	UK*
MEAN	11.95%	12.81%	17.90%
MEDIAN	0.73%	1.50%	17.10%

* Based on estimates from ASHE Survey 2018

We are encouraged that both our mean and median pay gap has reduced since 2017. We have in our employment 158 more employees and 68% of those are women.

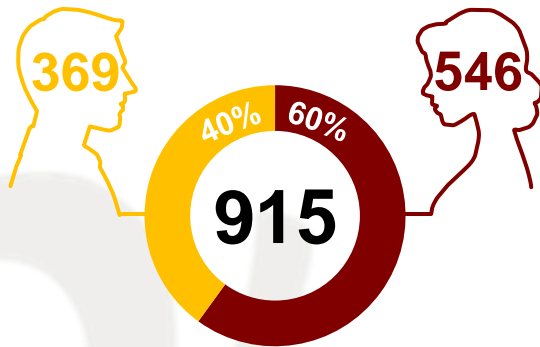
Understanding The Gap

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.

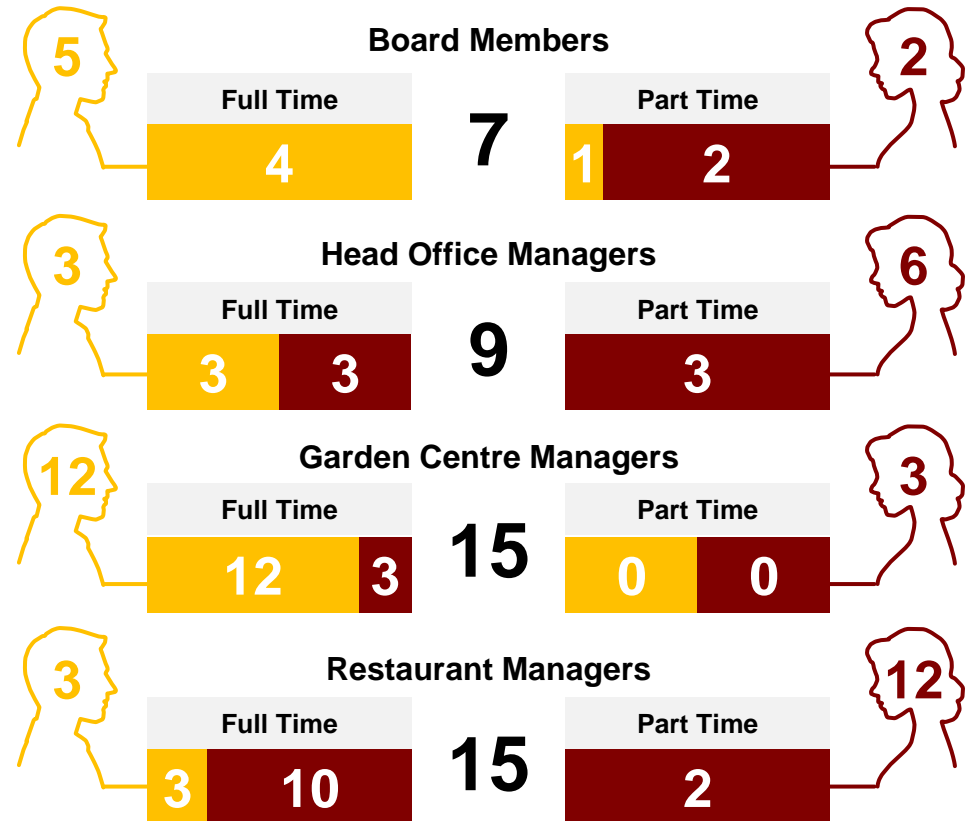
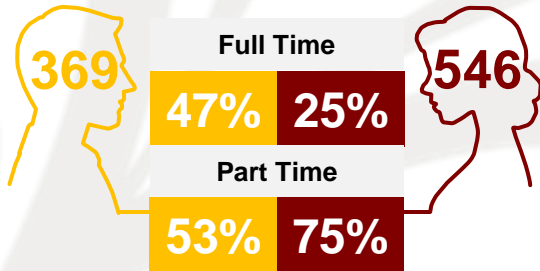
We employ a lot of young, weekend only, employees who are predominately female whilst three of our senior managers in our Head Office are paid in the upper quartile but have chosen to work part time.

THE SHAPE OF SQUIRE'S AS AT 5 APRIL 2018

Total employees



% of full time and part time employees



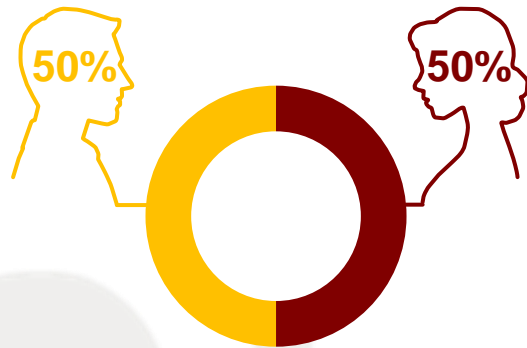
Squire's Gender Pay

As a part of the Gender Pay Gap reporting process, employers have been asked to split their workforce into four groups based on pay.

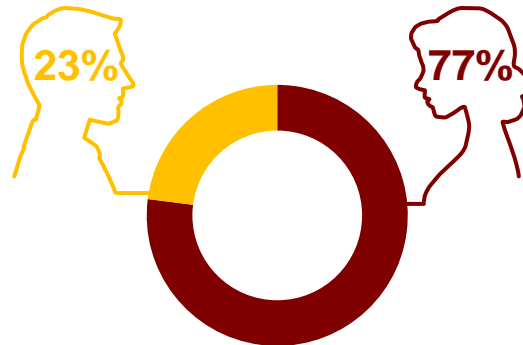
PAY QUARTILES

The proportion of male and female employees in each pay quartile.

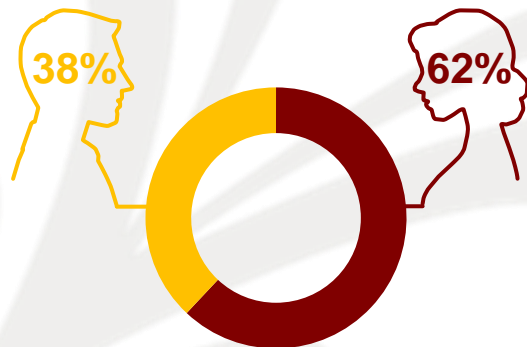
Lower Quartile



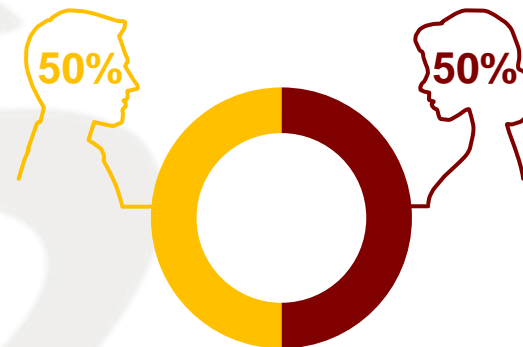
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile



OUR RESULTS

Looking at our results in detail, we have identified the following:

- Our Gender Pay Gap is the result of having more men than women in store management and Directors positions in the upper quartile.
- We have either more or, in two instances, the same percentage of female employees to male employees 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 our people a fair and proper salary or hourly rate

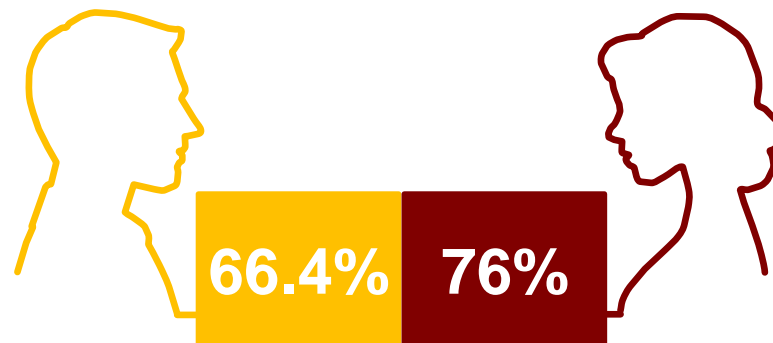
This philosophy enables employees to budget properly and gives them a guaranteed income. Our bonus pot is therefore a very small percentage of our total salary bill. On average each year it makes up just 4% of our circa £13 million payroll. This non-contractual bonus is therefore a true bonus, to say "thank you" for hard work, and a very minor part of our employees' annual remuneration.

The bonus figures are based on our annual bonus, which was paid in December 2017, and the statistics are taken as at 5 April 2018.

All of our employees receive a bonus based on the profit of the company and the same percentage is applied to an employee's annual salary, regardless of gender. The percentages vary as we employ seasonal staff in March, who weren't in employment in December. Currently, more of these senior people are male than female. Therefore, the Bonus Gender Pay Gap is again a reflection of the fact that there are currently more male than female employees in senior roles within the business.

BONUS PAY

The proportion of male and female employees who were paid a bonus.



BONUS PAY GAP

The bonus pay difference between men and women.

MEAN	48.19%
MEDIAN	14.29%

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 we can do to reduce our Gender Pay Gap further still and this is something we are absolutely committed to addressing by:

- More actively promoting our existing policies on flexible working and shared parental leave e.g. supporting working parents.
- Tailoring our training and development in order to attract more of our female employees to apply for Management roles in the Company.
- Continuing to ensure that our recruitment decision makers are provided with equality and diversity training so that all protected characteristics receive equal opportunities.
- Continue to annually review individual salaries, to ensure consistent alignment and fairness across genders.

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



A handwritten signature in black ink, appearing to read 'SS.'.

Sarah Squire
Chairman

