

THOMAS

The BAKER

The Fresh Taste Of Yorkshire

Gender Pay Gap Report 2019

Thomas the Baker is a small, family run bakery business however as we employ over 250 staff throughout our shops and bakery, we are required to publish a formal report on our gender pay gap.

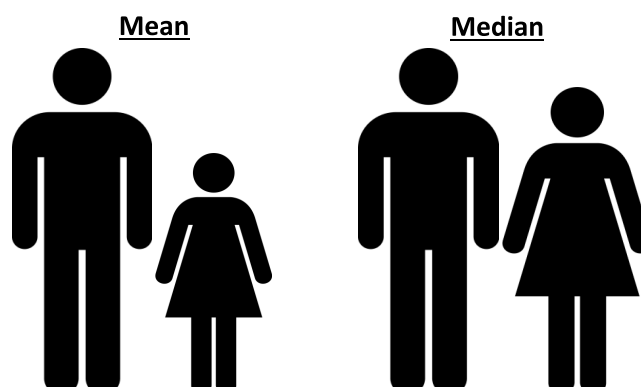
As with other companies operating in a similar business sector to our own, we are confident that the statistics generated as a result of these calculations are driven by the inherent structure of our workforce. We are committed to promoting equality of opportunity for all staff and consider that no distinctions are made between men and women performing the same job. We firmly believe that people should be treated equally no matter what their background, race, ethnicity or gender and should all be given the opportunity to develop.

The table below summarises the results of our gender pay gap calculations for 2019 as at a predetermined snap shot date defined by the Regulator.

Mean Gender Pay Gap	43.87 %	(mean male hourly pay higher)
Median Gender Pay Gap	13.15 %	(median male hourly pay higher)
Mean Bonus Gender Pay Gap	(21.34) %	(mean male bonus pay lower)
Median Bonus Gender Pay Gap	30.77 %	(median male bonus pay higher)
Proportion of males receiving a bonus	85.23 %	
Proportion of females receiving a bonus	85.53 %	
Lower quartile male proportion	25.64 %	
Lower quartile female proportion	74.36 %	
Lower middle quartile male proportion	3.85 %	
Lower middle quartile female proportion	96.15 %	
Upper middle quartile male proportion	33.77 %	
Upper middle quartile female proportion	66.23 %	
Upper quartile male proportion	47.44 %	
Upper quartile female proportion	52.56 %	

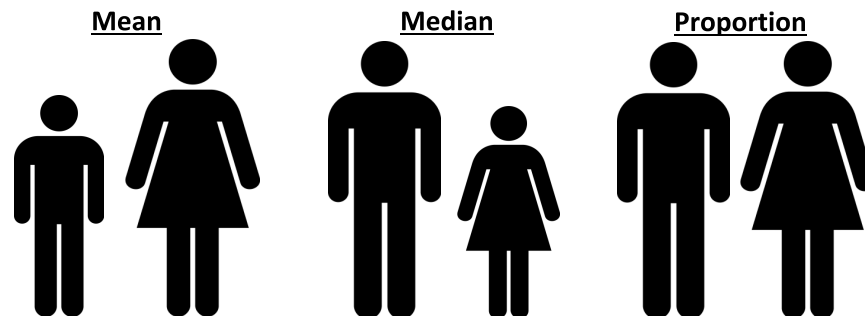
Gender Pay Gap

The mean gender pay gap suggests that, on average, men are paid 43.87% more than women, however this statistic has been distorted by the inclusion of a non executive Director. The median gender pay gap is less influenced by extreme values right at the top or bottom end of the scale and demonstrates that the mean pay for men within our business is 13.15% higher than for women. These percentages are influenced by the relative proportion of men and women undertaking roles with different levels of responsibility within our business.



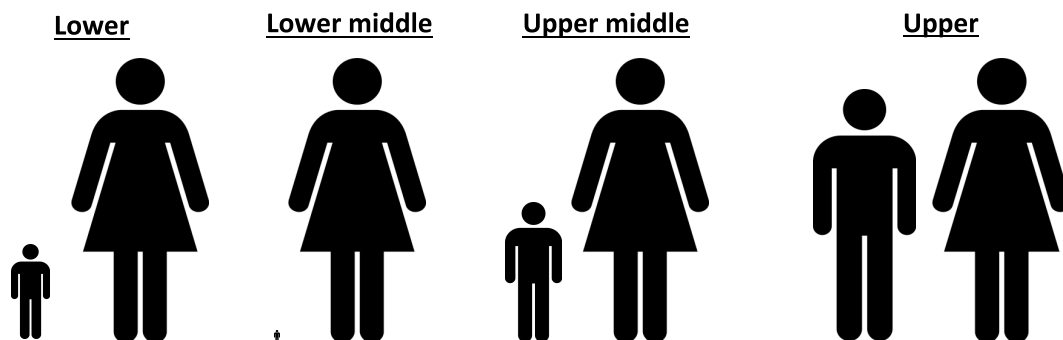
Bonus Gender Pay Gap

The statistics related specifically to bonus payments demonstrate that a higher proportion of women than men receive payment by way of a bonus. Our bonus statistics include commission payments calculated with reference to sales performance and since a higher proportion of women to men tend to favour working in our shop environment, this in turn is reflected within these calculations. On average, the bonus payments for women exceed that for men by 21.34%. The median bonus pay gap suggests that men benefit 30.77% more than women, however this is because the range of bonus payments for men is more restricted.



Quartiles

The quartile statistics indicate that there are generally more women than men in the lower, and middle quartiles of our business. The upper quartile is fairly evenly split with relative proportions of 47.44% male to 52.56% female. Again, this supports the observation that there are more women than men working in the customer facing sector of our business.



Conclusion

As trading patterns have changed and evolved over the years, steps have been taken to erode the pay differential between our shop and bakery staff. These differentials originally existed to bring parity between the shops and bakery taking into consideration different pay elements that are relevant to both sectors of the business (e.g. commission vs. overtime). We are committed to ensuring that any remaining differentials continue to be addressed during future pay awards. However, I would stress that such disparities are the due to the nature of the work involved and not the result of men and women being paid differently to do the same job.

Flexible working and supporting females through maternity is a key enabler to retaining and developing female talent in our business. At Thomas the Baker, we encourage an open attitude towards flexible solutions to fit with personal circumstances including part time contracts, job sharing and flexible working hours.

John Thomas
Managing Director