

Gender Pay Gap Reporting

Made To Order Gender Pay Gap Report 2017

In 2018, for the first time UK companies with over 250 employees have to report on their gender pay gap.

At Made To Order Limited we strive to create a fair and inclusive culture, which recognises diversity, not just with regards to gender, but that everyone, regardless of their race, religion or background has an equal opportunity to thrive in our organisation. We are confident that our gender pay gap is not caused by men and women being paid differently to do the same job but is driven instead by the structure of our workforce.

We welcome the opportunity to analyse our statistics and review the steps we can make moving forward to ensure that our organisation continues to promote diversity and equality.

Gender Pay Gap – Made To Order Limited Review

The Gender Pay Gap is a measure of the difference in the average pay of men and women across the whole business, regardless of the work they do or the role they hold. For the purpose of this review we have used the following data:

- Hourly pay for all employees at the snapshot date of 5 April 2017
- Any bonuses paid to employees between 6 April 2016 and 5 April 2017

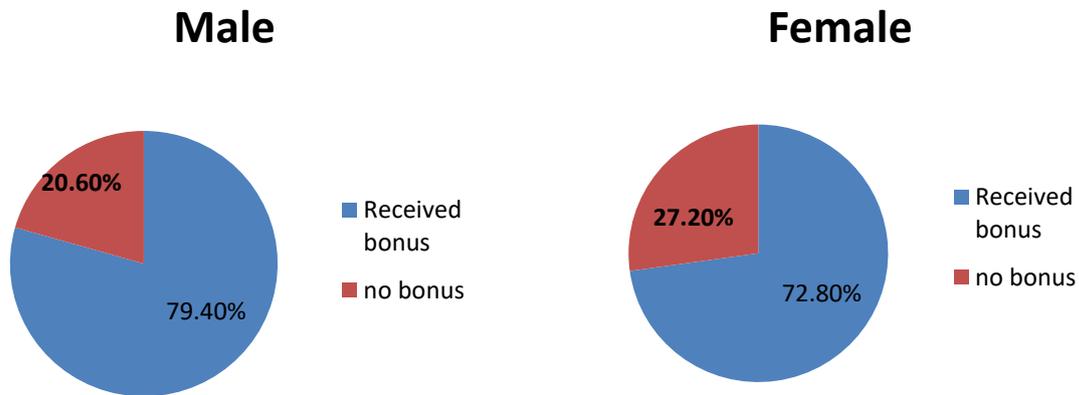
Difference between men & women	Mean	Median	UK Mean (Office of National Statistics ASHE survey 2017)	UK Median (Office of National Statistics ASHE survey 2017)
Gender Pay Gap	17%	-3.7%	17.4%	18.4%
Gender Bonus Gap	61%	-6%		

Analysis

Our Gender Pay Gap of 17% is in line with the current National average of 17.4%. The Gender Bonus Gap of 61% is higher than our Gender Pay Gap. We have therefore analysed the data in detail to understand what drives the difference. Women are currently slightly underrepresented in the most senior roles, where remuneration and bonus are higher. There are more male employees in the highest earning positions who receive higher bonuses because they are calculated as a percentage of salary. Given that we have a small workforce of 299 employees, these bonus figures distort the statistics.

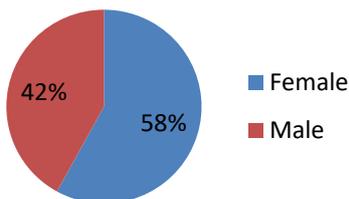
Our median values for pay and bonus highlight our underlying situation, where there is parity in male/female pay and bonus. We are pleased to see that this is well below the National average of 18.4%.

Proportion of males receiving a bonus payment and proportion of females receiving a bonus payment

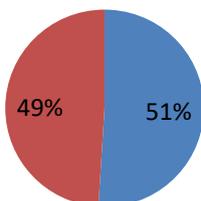


Proportion of males and females when divided into 4 pay quartiles

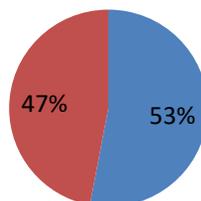
Total Employees



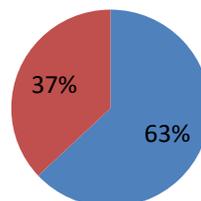
Lower Quartile



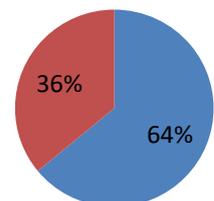
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile



Analysis

The pay gap figures are taken from our employees at the snapshot date on 5 April 2017 (126 males and 173 females)

- Team members are paid the National Minimum Wage which is dependent on age
- All roles are open to male and female applicants
- The upper quartile results include Shift Supervisors, Store based Managers and Head Office employees.

We are proud that there is a fairly even mix across the quartiles and that it broadly reflects the male/female workforce demographic. The upper two quartiles show there are more women in management positions. Whilst the upper quartile shows that there are more women than men, this group includes the majority of senior positions in the Company which are all currently held by men.

The Future

We are pleased that the Government is pushing organisations to generate, review and disclose the gender pay gap and have welcomed the chance to analyse our own numbers. Our results have given us a chance to refocus as a business on our priorities. We are confident that our bonus pay gap is not caused by men and women being paid differently to do the same job but is driven instead by the structure of our workforce.

That said, we are committed to reducing our gender pay gap and bonus pay gap. We will continue to monitor our pay strategy and bonus payments.

We will continue in our commitment to encourage diversity in the Company. Selection for employment, promotion or training will be on the basis of aptitude and ability. All employees will be helped and encouraged to develop their full potential regardless of their gender.

Our Gender Pay Gap figures have been calculated in line with the regulations set out in the Gender Pay Gap reporting legislation. I confirm that these figures have been verified and are accurate.

Deirdre Anderson
Managing Director
4 April 2018