

Gender Pay Gap Reporting

Made To Order Gender Pay Gap Report 2018

In 2018, for the first time, UK companies with over 250 employees reported on their gender pay gap. I am pleased to share our second report based on the snapshot date of 5 April 2018.

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, along with the longevity of many of our key team members.

We welcome the opportunity to continually analyse our statistics and review the steps we can take moving forward to ensure that our organisation consistently promotes 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 2018
- Any bonuses paid to employees between 6 April 2017 and 5 April 2018

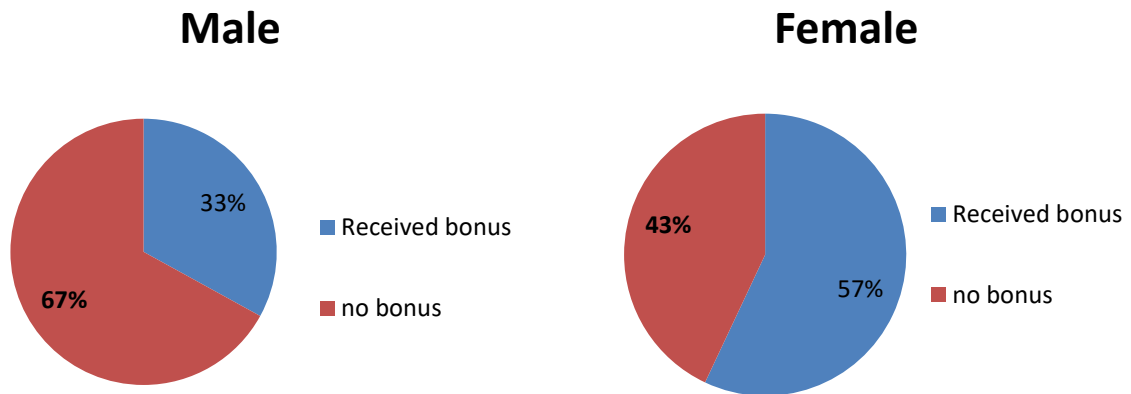
Difference between males & females	2018 Mean	2018 Median	2017 Mean	2017 Median	2018 UK Median (Office of National Statistics ASHE survey)
Gender Pay Gap	15%	-4.1%	17%	-3.7%	17.9%
Gender Bonus Gap	63%	-34%	61%	-6%	

Analysis

Our Mean Gender Pay Gap of 15% has dropped by 2% in the 2017/18 year. We are pleased to report a negative difference of -4.1% for our Median Gender Pay Gap which is well below the current National average of 17.1% (Office of National Statistics ASHE Survey 2018) and shows that median rates of pay for females are slightly higher than that of males.

The Mean Gender Bonus Gap of 63% is higher than our Gender Pay Gap. We have therefore analysed the data in detail to understand what drives the difference. There are more male employees in the highest earning positions who receive higher bonuses because they are calculated as a percentage of salary. There has been no turnover in staff in all of our most senior roles for many years, where remuneration and bonus are higher, so these figures are similar to those reported in the 2017 report. Given that we have a small workforce of 285 employees, these bonus figures do distort the statistics. Our median pay gap figure for bonus offers a more realistic analysis of our underlying situation where there is parity in male/female bonus.

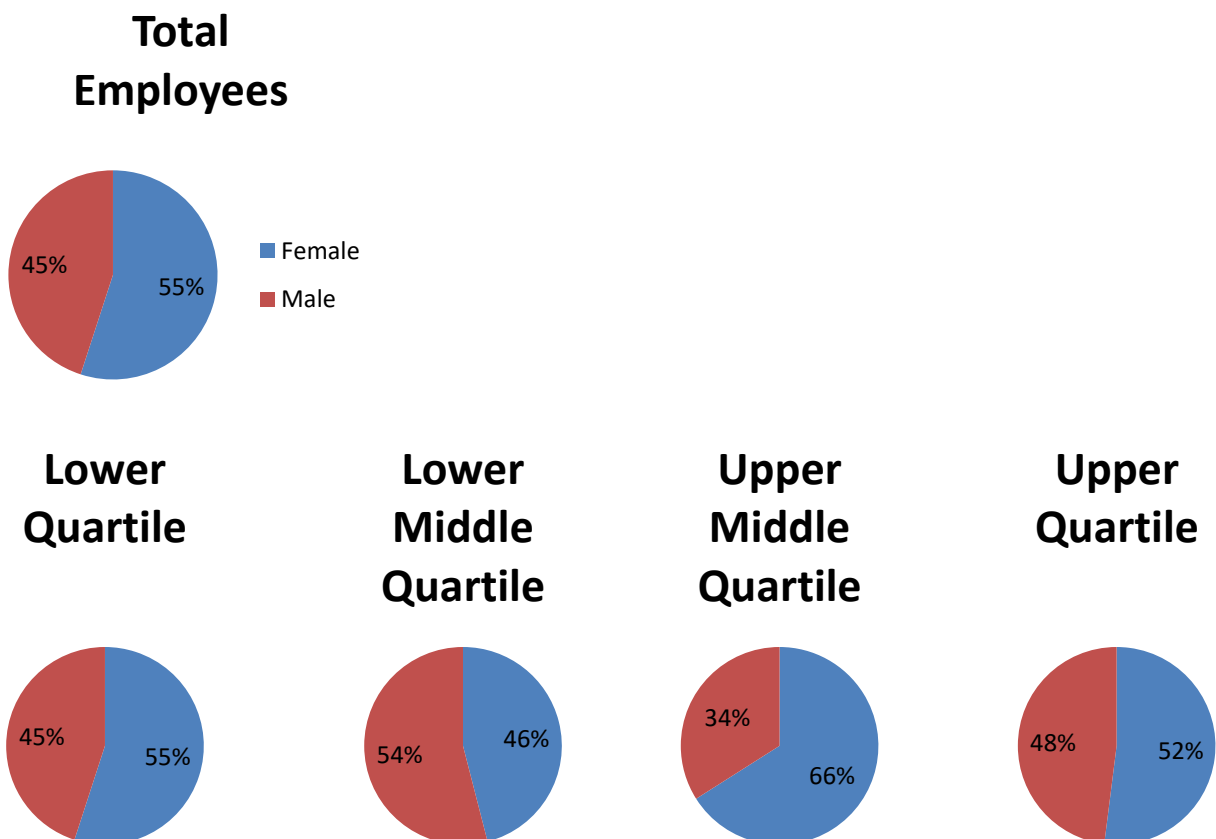
Proportion of males receiving a bonus payment and proportion of females receiving a bonus payment



Analysis

We have noted a drop in the percentage of both male and female employees receiving a bonus compared to the 2017 figures of 79.4% of males and 72.8% of females. Bonuses are paid in line with the Company Bonus scheme and based on the Company’s measured performance.

Proportion of males and females when divided into 4 pay quartiles



Analysis

The pay gap figures are taken from our employees at the snapshot date on 5 April 2018 (129 males and 156 females compared to 2017 figures of 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.
- There is little change in team demographics from 2017.

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 mostly held by males at the moment.

The Future

We are pleased that the Government is continuing to push organisations to generate, review and disclose the gender pay gap and have welcomed the chance to continually 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 and longevity of key members of our workforce.

We are committed to ensuring parity in pay and bonus and will continue to monitor our pay and bonus structures.

We encourage diversity in the Company. Selection for employment, promotion or training will be on the basis of aptitude and ability only. 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 2019