



macphie

Gender pay gap 2018 report



the vital ingredient

Message from Heather Hannam, Head of Human Resources

Welcome to our second gender pay gap report, covering the employee statistical snapshot of April 2018.

The aim of the report is to enable us to understand what pay gaps exist in the organisation and develop long range plans to address them.

This may range from greater openness in how pay is set and managed within the business to encouraging more women to achieve their potential in typically under-represented areas such as engineering, manufacturing operations and senior management positions.

Our results this year continue to be challenged by the fact that we have seen little movement in the gender split of our employee population.

Two thirds of our employee population are men and we still have very low representation of women at leadership team level and no female directors.

The key numbers for mean and median gender pay gap therefore remains relatively static at 15.7% and 3.1% respectively.

The mean and median gender pay gap including bonuses was 17.1% and -0.1% respectively, reflecting a good pay-out year, thanks to our trading results.

I declare that the information and data reported is accurate and fully meets the UK Government requirements in gender pay gap reporting.

Heather Hannam, Head of Human Resources, Macphie Limited



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The six measures

Mean gender pay gap

- The difference between the mean (average) hourly rate of pay of male full-pay employees and that of female full-pay employees

Median gender pay gap

- The difference between the median (mid point) hourly rate of pay of full-pay male employees and that of female full-pay relevant employees

Mean bonus gap

- The difference between the mean (average) bonus pay paid to male employees and that paid to female relevant employees

Median bonus gap

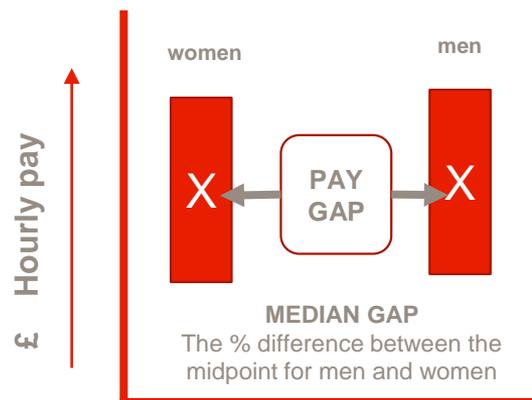
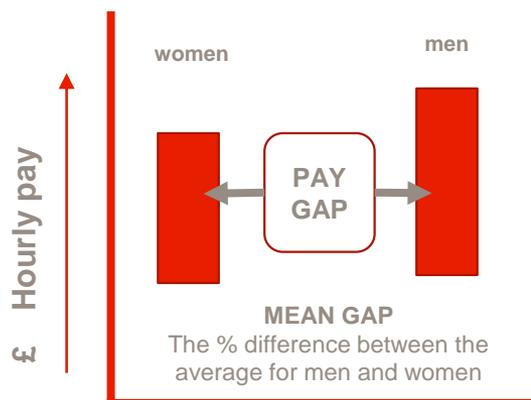
- The difference between the median (mid point) bonus pay paid to male relevant employees and that paid to female relevant employees

Bonus proportions

- The proportions of male and female relevant employees who were paid bonus pay during the relevant period

Quartile pay bands

- The proportions of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands

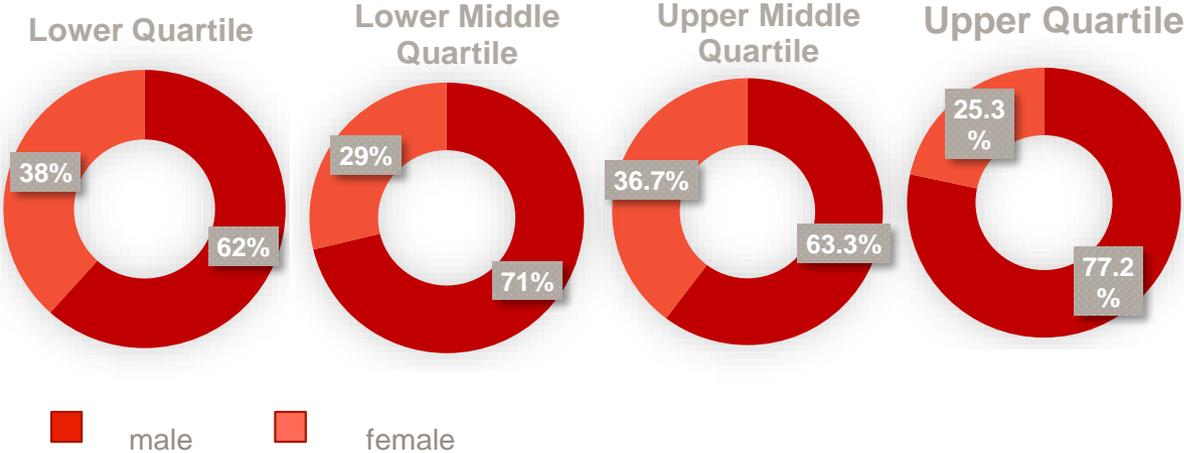


Our results 2018

PAY – HOURLY RATE (The difference between men and women)

	MACPHIE 2018	MACPHIE 2017
MEAN	15.7%	15.5%
MEDIAN	3.1%	1.2%

- **PAY QUANTILES** (Proportion of male and female employees by quartile pay bands)



Macphie Bonus Payments

100% of both male and female employees eligible for a bonus received payment

Bonus pay difference between male and female employees

MEDIAN -3.9%
MEAN 32.1%

What our results show

The story told by the Macphie gender pay gap results is clear and encouraging.

Whilst the mean pay gap figure remains fairly static at 15.7%, this is not surprising given the low percentage of women in the highest paid positions and is a challenge that is not unique to our business.

On the plus side however, the median pay gap figure (the comparison of midpoint between genders), remains low at 3.1%, showing that overall our pay structure is equitable which is what we expected to see.

Reporting the gender pay gap allows Macphie to demonstrate its commitment to fairness in sharing success through the various bonus schemes.

Every employee benefits from profit-related pay and this is a critical part of the spirit of our VITAL values.

The larger mean bonus pay difference of 32.1% is entirely attributable to the lack of female representation in the most senior roles but pleasingly below our results for last year of 34.4%



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Our commitments

- Use feedback from our recent employee survey to review of our benefits and family-friendly policies and consider how flexible and attractive they are to working mothers looking to develop in their roles and progress their career
- Continue to strengthen existing relationships with our school and university partners to look at ways to encourage young women into under-represented roles such as engineering and production
- Use internal training and development opportunities to develop and nurture talent. Use established managers as mentors and coaches to the next generation
- Continue to build on our key strengths of encouragement, openness and achievement and make the most of the diversity opportunities this will bring



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**Macphie Ltd
Glenbervie
Stonehaven
Aberdeenshire
AB39 3YG**

www.macphie.com



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