



Neal's Yard Remedies Gender Pay Gap Report 2019-2020

Introduction

We are committed to being a fair employer offering all employees equal opportunity to develop to their full potential regardless of gender.

By law employers with 250 or more employees are required to publish gender pay gap information each year. We welcome this initiative.

Our mean (average) gender pay gap is 22.9%. This is higher than the UK average gender pay gap of 15.5%. (April 2019)

What is the gender pay gap?

A company's gender pay gap is the difference between the average of all women's and the average of all men's earnings, expressed as a percentage of men's earnings.

Gender pay gap is calculated by taking the average pay of all men working in the company and comparing it with the average pay of all women working in the company.

The difference between the two averages is the gender pay gap.

Does a gender pay gap mean that women are not being paid the same as men for doing the same jobs?

No, but this is a common misconception. Paying a man and a woman differently when they do the same or equivalent work is unlawful under the equality legislation.

When a company has a gender pay gap it does not necessarily mean that men and women who do the same job are being paid differently.

Whilst the minority of employees at Neal's Yard Remedies are men, they happen to be employed in higher paid jobs. The concentration of a small number of men in such jobs causes the average male salary to be higher than the average female salary.

There is no difference in hourly pay rates between the genders in our factory and retail teams.

Our Results

At Neal's Yard Remedies, 81% of our whole team is female. 52% of our total employees work within our stores, consequently most of our Retail team are women.



Our Gender Pay Gap

Our mean* (average) gender pay gap is 22.9%.

The UK average gender pay gap is 15.5%. (April 2019)

**Mean average is the difference between the average of all men's and all women's pay achieved when all the rates are added together and divided by the number of males and females.*

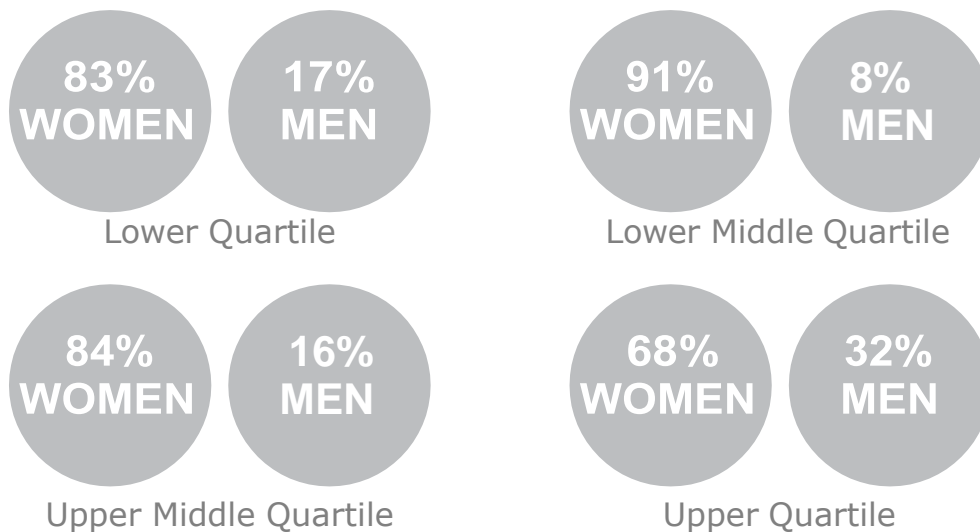
Our median** gender pay gap is 25.3%.

The UK median gender pay gap is 15.9%. (April 2019)

***Median is the difference between the mid points in the ranges of men's and women's pay achieved by taking the middle figure when the amounts are put in the order of smallest to largest.*

Pay Quartiles

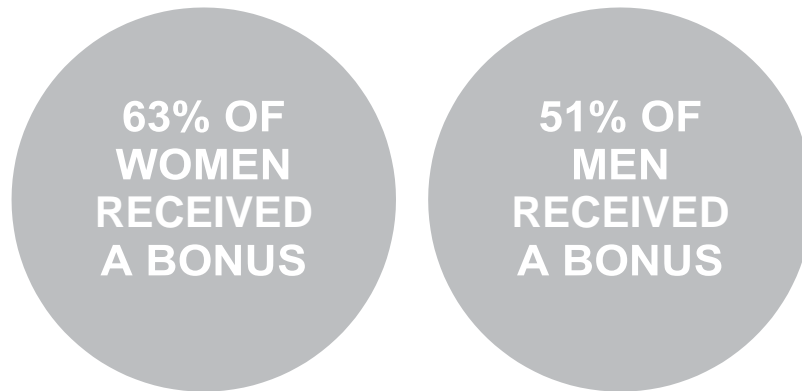
These graphics show the percentage of men and women within each pay quartile at Neal's Yard Remedies:



The Pay Quartiles show that the proportion of women mostly reflects the makeup of our business across the quartiles.

Bonus Pay Gap

Bonus payments include commission earned in store. Our figures show that slightly more women than men received bonuses:



Comparing the mean bonus amounts paid, women received a bonus which on average was 47% lower than men. We have a higher proportion of men working within our factory teams in addition, we have a small number of roles within other areas which receive a bonus commensurate with position.

The median bonus paid was also 151% higher for women. We have a higher proportion of women within our retail channel which reflects this bonus figure.

What we can do better?

We continue to manage our Gender Pay by ensuring that our roles are carefully benchmarked to the market, and recruitment processes are fair, open, and attractive to all applicants. We have seen some significant senior female appointments at board level this year. In addition, our plans are underway to review our benefits, flexible working arrangements and development programs to support retention, progression, and recruitment.