



LINDT & SPRÜNGLI

GENDER PAY GAP REPORT 2020

This document outlines the gender pay gap at Lindt & Sprüngli (UK) Ltd

The gender pay gap is the difference between the average hourly pay received by men and women across Lindt UK as at 5 April 2020

# Message from our Leadership Team

**The secret to our success is the investment we place in our people and we work incredibly hard to nurture an inclusive environment where all our employees can learn, develop, grow and ultimately be at their best both personally and professionally. We provide the right tools, opportunities and environment to develop capabilities, skills, talent and competencies – while ensuring that we take responsibility for our destination, pace and direction of development.**

We're proud to be recognised as a Top 5 UK's Best Workplaces™ 2021 and that external recognition supports our drive to recruit and nurture the best diverse talent in the industry throughout all levels of our organisation. We're delighted that over the past year, our Leadership Team has evolved to become 50% female and many of our more junior people have now been promoted through the organisation.

The diversity and inclusion agenda lives and breathes fully in our organisation. In an evolving world and dynamic global context – we know that policies are not enough to build an inclusive workplace; we want everyone in our organisation to thrive regardless of their age, disability, gender, race, religion or belief, sexual orientation, marital or civil partnership status, social background or pregnancy and maternity situation. Our hybrid working model, agile working policy and relaxed dress code policy also empower people to make decisions that help them balance their lives in a way that works for them.

## About this gender pay gap report

You will see from this report where our pay gaps are as we have broken the report down for the first time into our three distinct areas; Retail, Business Development & Head Office and then reported as a total company. You will see figures and supporting commentary for each section.

Ultimately, we feel really proud to operate with a culture of fairness and equality. We work to a principle of equal pay for equivalent roles across our business and our unique and values-led culture is rooted in transparency, diversity and inclusivity for everyone. We are proud of our people, of our brands, and proud of what we can create together.

*We confirm that the information in this report is accurate and meets the requirements of the Equality Act 2010 (Gender Pay Information) Regulations 2017.*



CEO Konstantin Eckes



**Konstantin Eckes**  
CEO



**Charlotte Moss**  
HR Director



**Faythe King**  
Retail Director



**Matt Perry**  
Supply Chain Director



**Adrian Mewse**  
CFO



**Eve Perry**  
Sales Director



**Angèle Villet**  
Marketing Director



**Ian Whitney**  
Perfect Store Director

# Understanding how we report Gender Pay

## What is the Gender Pay Gap?

The gender pay gap is a measure of labour market or workplace disadvantage, expressed in terms of a comparison between men's and women's average hourly rates of pay. It differs from equal pay, which is the right for men and women to be paid at the same rate of pay for work that is of equivalent value. So a company may have a gender pay gap if a majority of men are in senior roles, despite paying male and female employees the same amount for similar roles.

## What is the median?

The median involves listing all the numbers in numerical order. The median is the middle number. We calculate the median for both men's and women's hourly pay and report the percentage difference.

## What is the mean?

The mean average involves adding up all the numbers and dividing the result by the number of values in the list. We calculate the mean average for both men's and women's hourly pay and report the percentage difference.

## Equal Pay

ensures men and women performing the same role receive the same pay



## Gender Pay Gap

The difference in average earnings between the male and female workforce



### **What's included in our hourly pay calculation?**

Hourly pay includes basic pay, car allowance and London weighting allowance. Excluded are payments for overtime, pension, redundancy and benefits-in-kind (such as company car and private healthcare) along with employees on family or sick leave. This figure also includes a 1/12 bonus for Directors, which is paid in April and therefore taken into account as per the reporting requirements. Annual bonuses for the rest of the business are paid in February and are therefore not included in the pay gap calculation.

### **What are the Pay Quartiles?**

The distribution of men and women is shown in pay quartiles. These are calculated by splitting the whole workforce into four equal sized bands based on hourly pay, from highest paid to lowest paid. The percentage of men and women is calculated for each band.

### **What is the Bonus Gap?**

The gender bonus gap is the difference between the average bonus received by men and women across Lindt UK during 2019/20.



We employ 370 people in the UK across our Head Office, Retail, and Field Sales divisions. Our Head Office in Feltham, Middlesex comprises of: Sales, Marketing, Customer Marketing, Supply Chain, HR, Finance and IT. We have a growing number of retail stores based in outlets and shopping centres across the UK, and a field sales merchandising and sales team who operate across the UK.

**In this report, we have broken down our gender pay reporting based on our three divisions, to help understand the different needs of each.**

# Head Office Data 2020

The median pay gap for Head Office in isolation drops to 3.6% versus 4.9% in 2019.

There are a high number of women in entry levels roles compared to the gender balance in Head Office (64% female / 36% male), impacting the pay quartiles and the bonus calculations.

At the time of reporting (April 2020), the bonus data is reflective of a team of 8 Leadership Team members, having a gender balance of 75% male to 25% female. We anticipate this gap will reduce with the 2021 report as we have promoted two female employees to the Leadership Team, giving us a gender balance in the UK Leadership Team, the most senior level in our UK organisation. Great examples of us developing people through the organisation and internal promotion.

## Gender Pay Gap

3.6%

MEDIAN

21%

MEAN

## Who received a bonus for 2019?



88%



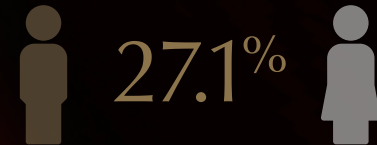
92%

## The difference in bonus pay between men and women:

35.9%



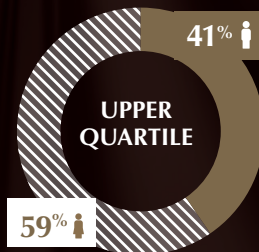
MEDIAN



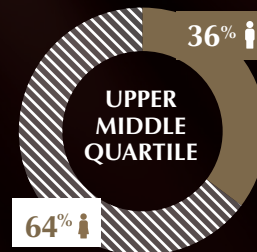
27.1%

MEAN

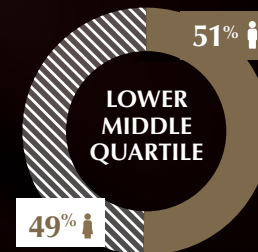
## Pay Quartiles



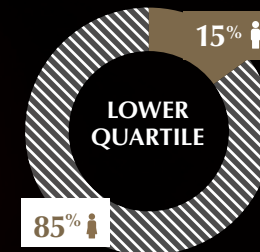
59%



64%



49%



85%

# Retail Merchandising Data 2020

BDT in isolation shows a median pay gap of -0.8%, down from 2.3% in 2019. The median bonus is also -16.3%, down on last year from 14.1%.

This along with the balanced quartiles, reflects the flat structure within the team and the gender balance of 57% female.

## Gender Pay Gap

-0.8%

MEDIAN

7.3%

MEAN

## Who received a bonus for 2019?

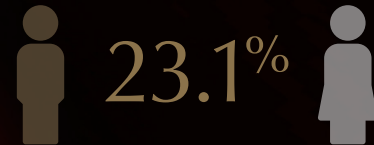


## The difference in bonus pay between men and women:

-16.3%

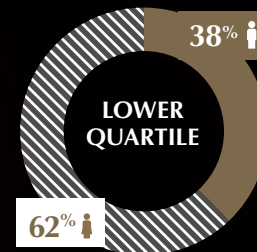
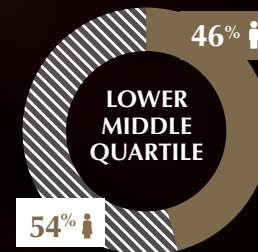
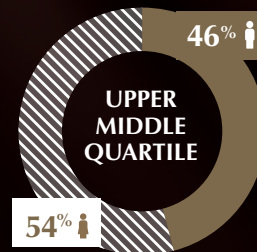
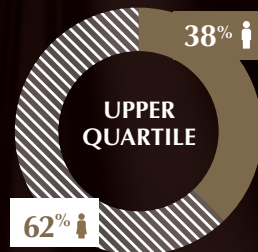


MEDIAN



MEAN

## Pay Quartiles



# Retail Data 2020

The nature of our Retail business in particular means that we attract a higher proportion of women to these roles, most of whom are part-time and looking for flexibility in their working lives.

In this cut of data, taken in April 2020, the majority of our Retail workforce, mainly consisting of Chocolate Advisors, are not included. This is due to our Chocolate Advisors being on furlough during this time. This is reflected in the median pay gap increase to 3.2% versus 0% in 2019. The two most senior roles in the retail data, Area Managers, are currently held by men.

Chocolate Advisors are however included in the Bonus Pay figures alongside the Store Managers and Assistant Store Managers plus Area Managers. A greater proportion of women in part-time retail roles means their bonuses are also prorated. The gender balance in Retail is 70% female and 30% male.

## Gender Pay Gap

3.2%

////// MEDIAN ////

17.3%

////// MEAN ////

## Who received a bonus for 2019?



## The difference in bonus pay between men and women:

35.9%

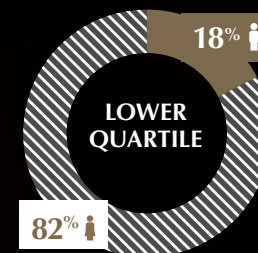
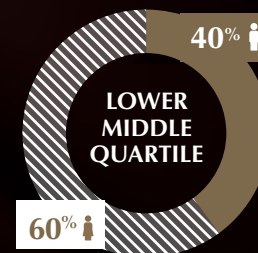
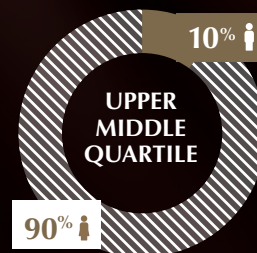
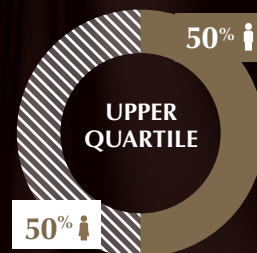


////// MEDIAN ////



////// MEAN ////

## Pay Quartiles



# Total Company Data 2020

- Retail Chocolate Advisors are excluded from pay gap data due to furlough but are included in bonus measures
- Pay gap down year on year – overall median is down by 2%
- Gender balance as a total business on pay is 64% female. This is down 4% versus last year, reflective of the Chocolate advisors on furlough at the time the snapshot was taken
- High number of women in part-time Retail roles and head office entry level roles continues to challenge our bonus GPG numbers
- Our long-term strategy to grow our retail business will continue to impact GPG numbers

## Gender Pay Gap

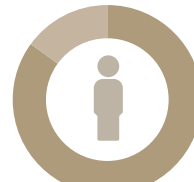
16%

MEDIAN

18.4%

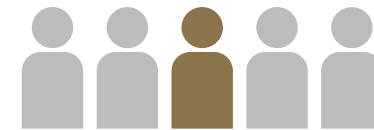
MEAN

## Who received a bonus for 2019?

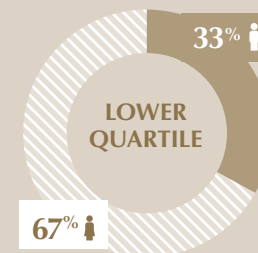
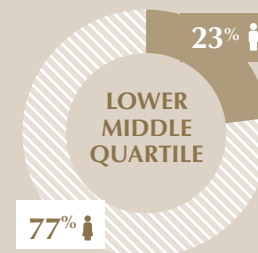
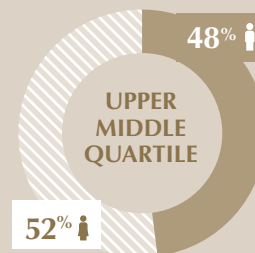
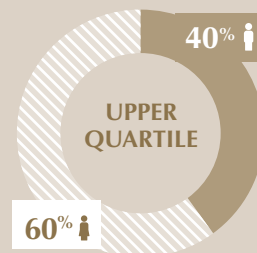


## The difference in bonus pay between men and women:

63%



## Pay Quartiles





# Understanding Lindt's Gender Pay

**In this report we are providing our data across two distinct industry sectors – retail / retail merchandising and FMCG – as of 5 April 2020. Looking at a report from a total company perspective, we can see that whilst the majority of employees at Lindt UK are female, the statistics are reflective of a higher proportion of female employees in entry level positions and a small number of the most senior commercial positions mainly held by male employees.**



In 2021, we are pleased to have balanced our Leadership team, where 4 out of 8 in the team are female (not reflected in this report).

In our retail stores, 70% of our employees are female. The gender pay gap in retail is 3.2%, which is significantly below the UK and company average, although there is a cautionary note that for the relevant period in 2020 many of our retail colleagues were on furlough leave. The nature of our Retail business in particular means that we attract a higher proportion of women to these roles, most of whom are part-time and looking for flexibility in their working lives. Retail makes up almost half of our headcount and continues to be a strategic growth area for our business.

All our employees within our retail stores have permanent contracts and we're proud to offer a competitive pay structure, providing stability to our employees and enabling them to receive a fair share of our profits through our bonus scheme. As at the snapshot date, we have more women store managers than men and for the same role, regardless of gender, all our hourly paid colleagues are paid the same hourly rate.

In Head Office we can see our lower quartile reflective of more women taking up more of the entry level roles, however many of these women have since been promoted to more senior positions since the report snapshot. Great examples of us developing people through the organisation and internal promotion.

BDT's flat structure continues to ensure a -0.8% pay gap with a higher proportion of women taking up these roles.

# How are we addressing the pay gap?

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As we continue with our strategy to expand our retail stores we do expect this to continue to impact our figures and we want to continue to employ passionate people, regardless of their sex or any other factor, to whichever role they choose. However, by reviewing our data and the drivers behind it, we are making a commitment to better understand what else we can do to support the reduction of our pay gap. In recent years we have worked hard to evolve our reward policies, flexible working approaches, career progression philosophies, and learning and development practices as we have quickly grown into a medium-size company.

Our future and our growth rely on us providing the right environment for our employees to flourish and perform at their best. Our Great Place to Work engagement survey, undertaken annually and adjudicated externally, enables us to understand our organisation in greater depth and address development areas. We regularly review our scores against the top performing companies, and put plans in place each year to create a healthier and more engaged workforce. We are proud to be a Top 5 UK's Best Workplaces™ 2021.





### Diversity & Inclusion

For us at Lindt UK, our D&I agenda has become more important than ever and our Diversity & Inclusion purpose, ‘for everyone at Lindt feel safe to be themselves, ensuring they are empowered, represented, celebrated and included in our workplace’ allows us all to grow, learn and educate each other in so many areas and in so many ways.



### Reward

We regularly review our total reward philosophy and have developed a model that drives consistency and fairness across our business.

We pay consistently and fairly when compared to market rates. We have created a transparent and simple structure that rewards performance through evaluating each job and comparing this to an external benchmark.



### Flexible Working

Our hybrid working model means that we will run some aspects of our business face to face, maintain others virtually and give individuals/teams freedom to choose how/where they work around this, in order to do their job most effectively. Everyone has the opportunity to request to work flexibly through our agile working scheme, providing greater flexibility for our people with initiatives such as core working hours, summer working hours and working from home.



### Career Progression

We introduced a new potential model last year to help people understand their individual potential, develop a common language and consistent way to measure this, alongside current performance in role. In addition, each function holds two people days per year dedicated to focusing on their people’s performance and their career ambitions, ensuring plans are in place to help them succeed.



### Learning & Development

We genuinely believe that individual growth fuels our business growth. You can see this reflected our extensive Learning & Development agenda, which covers wellbeing and mental health support to personal and professional development.