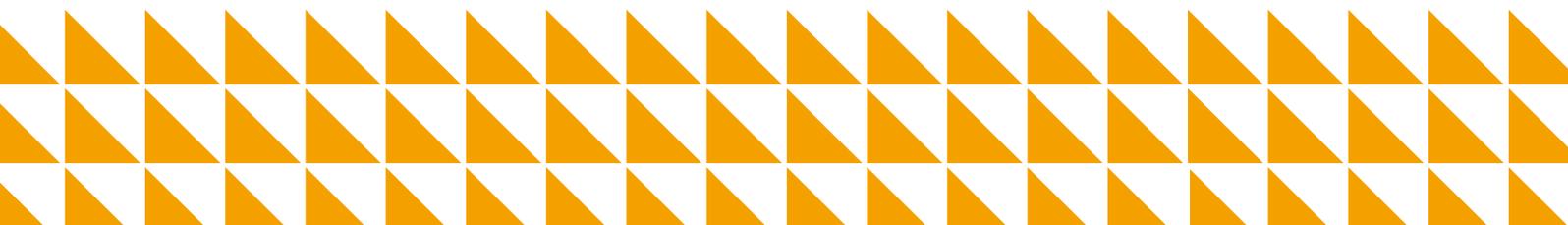
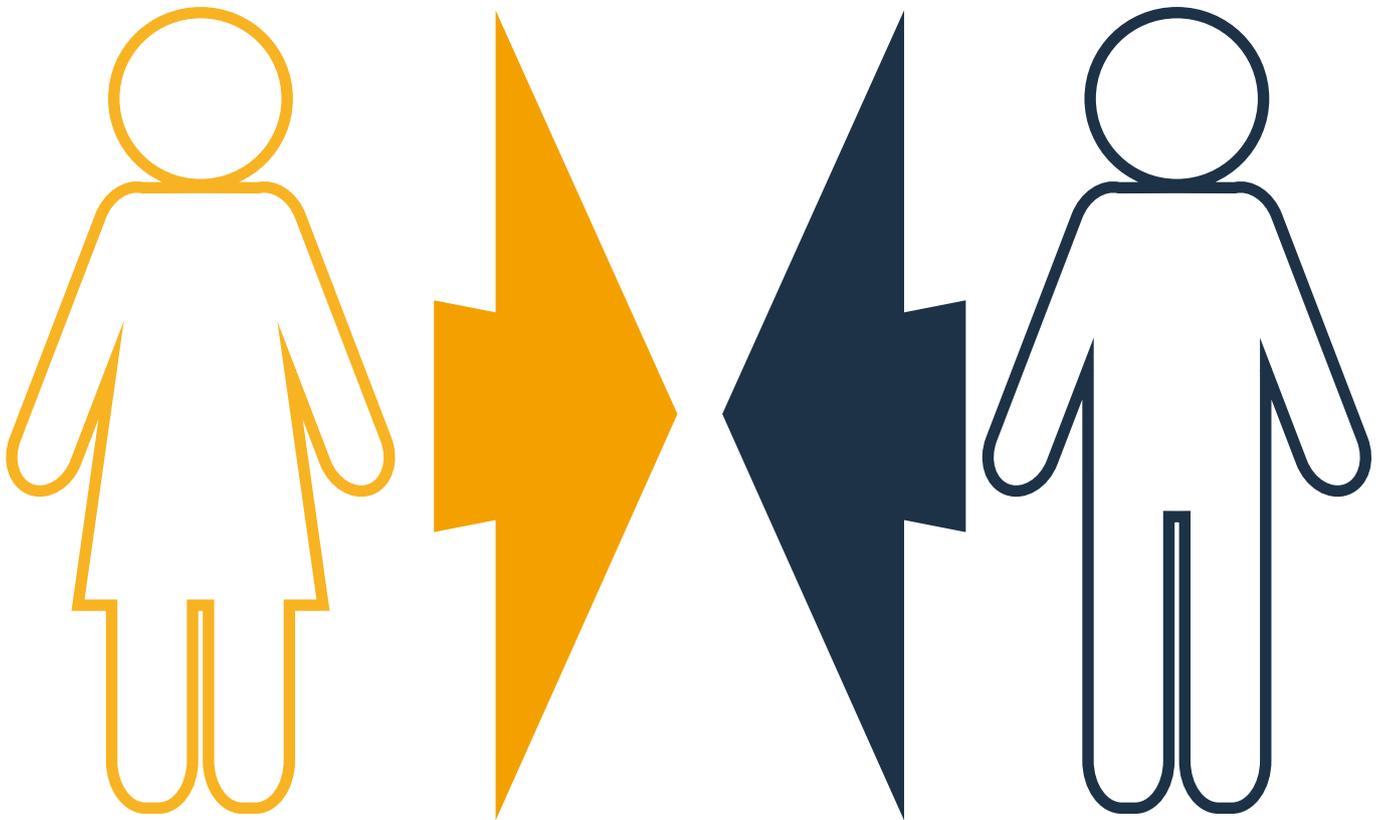


# LAKELAND

## GENDER PAY GAP REPORT 2017





**LAKELAND**

**GENDER PAY GAP  
REPORT 2017**



Built on trust, innovation and extraordinary service, Lakeland is a family-owned company with over 50 years' experience of specialising in cooking, baking, cleaning and laundry. As an employer with a 1400-strong workforce, we have prepared this annual report to meet the requirements set out by the government to address the gender pay gap.

Every member of our team is important to us. Our colleagues are at the heart of what makes Lakeland great, and we are committed to the equal treatment of everyone.

By analysing our data, we are confident that our 2017 gender pay gap is not caused by men and women being paid differently to do the same job, but from the structure of our workforce and the number of males in very senior roles. In 2016, our board membership (which includes the owners of Lakeland) was entirely male, but since then, three females have been appointed to executive board positions.

We recognise that we have a gender pay gap between our male and female employees and it is clear that we still have work to do.

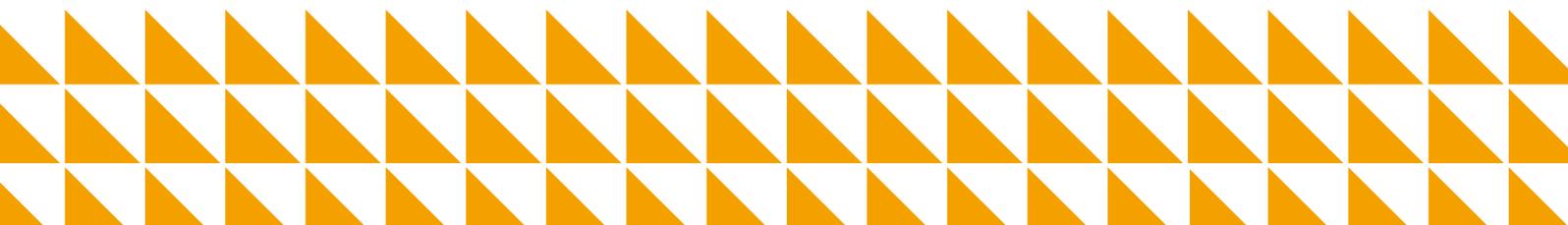
In 2018, we will be focusing our efforts on:

- continuing to ensure that we have an equitable approach to our pay and grading structure
- regularly surveying our colleagues for feedback. We've already implemented a robust performance review process to ensure consistency across the whole of the business
- taking steps to review flexible working and job share opportunities to help retain female talent at Lakeland.

It is our hope that this document will help set out our data in the clearest way possible.

I can confirm that the data in this report is accurate.

**Catherine Nunn**  
Chief Executive





### What's the difference between Equal Pay and the Gender Pay Gap?

Equal pay deals with the pay differences between men and women who carry out the **same work, similar work, or work of equal value.**

The gender pay gap looks at the **difference between male and female colleagues' average hourly pay across the whole organisation.**

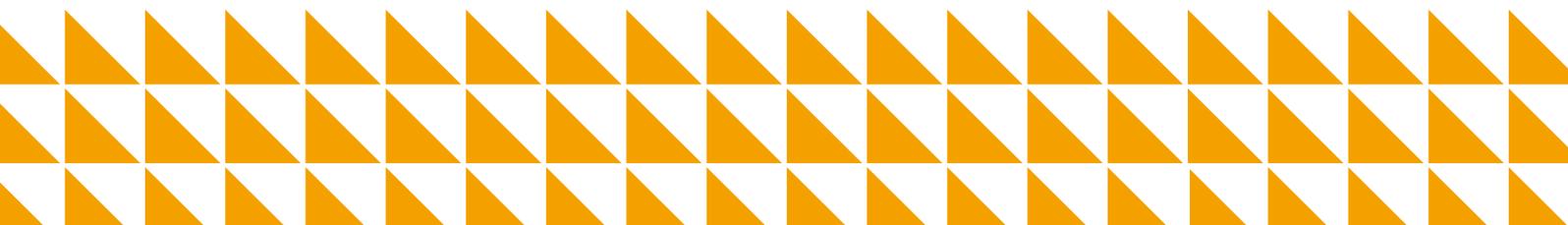
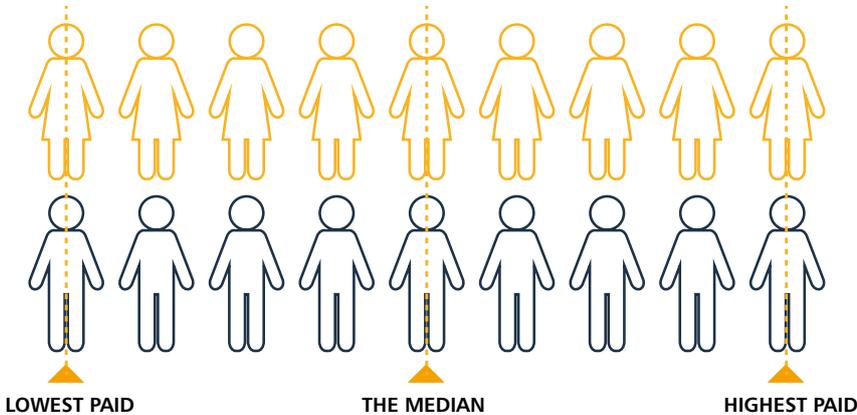
It is this difference that creates the pay gap.

#### WHAT IS THE MEAN?

The mean, or average, figure is reached by adding up all the hourly rates and dividing by the total number of employees to achieve an average difference between male and female pay rate.

#### WHAT IS THE MEDIAN?

The median, or mid-point, is reached by gathering all of the hourly rates in order and selecting the middle figure. The median gap is reached by calculating the difference between the middle male and middle female pay rate.





## Our 2017 Gender and Bonus Pay Gap

This data is based on the snapshot date of 5 April 2017. The table below shows the 2017 overall gender pay gap and the gender bonus gap (both mean and median):

The difference between men and women	Mean	Median
Gender Pay Gap	35.4%	5.6%
Gender Bonus Gap	21.6%	12.7%

On average, men were paid 35.4% more than women in April 2017. The median gender pay gap in the same period was 5.6% and provides a more representative pay gap position at Lakeland, because it is representative of the middle male and the middle female pay rate.

Our team is representative of many organisations in the retail sector in that we employ more women than men as a whole, and more women than men in our stores and contact centre. Proportionally, we have more men in our fourth quartile which can skew the results.

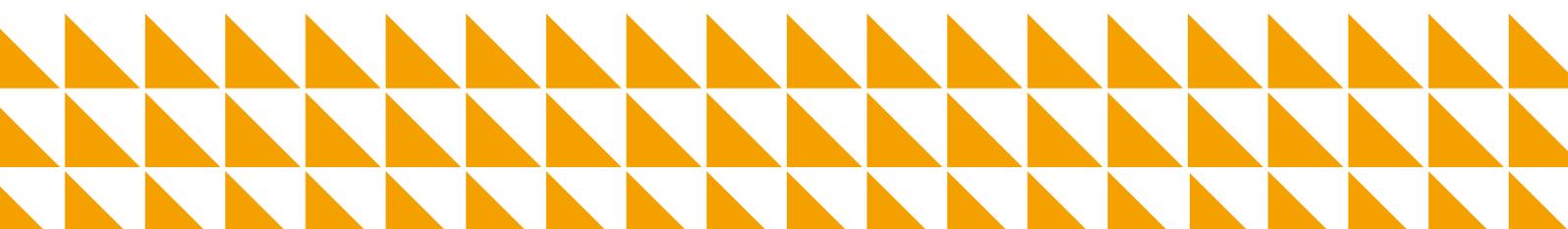
If the pay of the Lakeland board is removed from the calculations, our overall gender pay gap **reduces to 15%**.

The national average pay gap is 18.4%.

2017 proportion of male and female employees receiving a bonus:

	Women	Men
Received a bonus	14.7%	7.2%
Did not receive a bonus	85.3%	92.8%

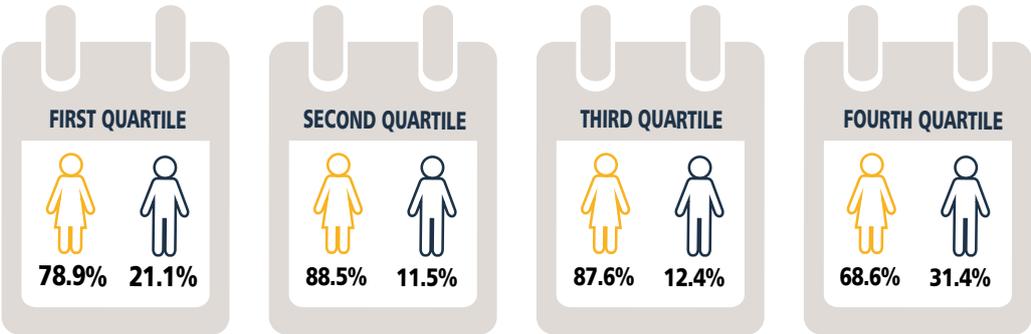
The figures quoted show the bonuses paid in the 12 months running up until April 2017. On average, men's bonuses were 21.6% higher than women's in 2017. This scheme was linked to company-wide sales and individual store sales. Only a few of our stores were successful in this measure. In May 2017, Lakeland's Bonus Scheme for colleagues was changed to a more comprehensive, company-wide target.





# 2017 proportion of males and females in each pay quartile

**WHAT IS A QUARTILE?**  
A quartile is created by listing all the rates of pay at Lakeland, from the lowest to the highest. The list is then split into four equal groups and shows the percentage of male and female colleagues in each quartile.



Pay Quartile	Mean Gender Pay Gap
First Quartile	0%
Second Quartile	-1%
Third Quartile	0%
Fourth Quartile	37%

When looking at the 2017 gender pay gap by quartile this shows that the pay differential is either neutral, or slightly in favour of women, in the first three quartiles.

Conversely, our mean gender pay gap is 37% in our fourth quartile, where the proportion of men, typically in senior roles including the board, is higher than in the other quartiles. In 2017 our board composition was 78% male (including 3 family owners) and 22% female.

