



**WCF Ltd**

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**Gender Pay Gap – April 2017**

**Statutory Calculations**

|  |         |           |
|--|---------|-----------|
| <b>1 : Gender Pay Gap - Hourly Rate</b>            | Mean %  | Median %  |
| Difference in hourly rate Male v's Female          | 15.5%   | 27.3%     |
| <br><b>2 : Gender Pay Gap - Bonus</b>              | Mean %  | Median %  |
| Difference in hourly rate Male v's Female          | -15.7%  | -12.5%    |
| <br><b>3 : Proportion of staff receiving bonus</b> | Males % | Females % |
|  | 62.2%   | 51.8%     |
| <br><b>4: Employees by pay Quartile</b>            | Males % | Females % |
| Lower quartile                                     | 22.2%   | 77.8%     |
| Lower middle quartile                              | 30.6%   | 69.4%     |
| Upper middle quartile                              | 84.7%   | 15.3%     |
| Upper quartile                                     | 66.7%   | 33.3%     |

**Cumbria-based company, part-owned by its employees, reports on gender pay**

From retail to oil distribution, Brampton-headquartered WCF Ltd has reported its gender pay calculations.

By April 2018 companies with more than 250 employees must publish their first annual snapshot of the pay gap between men and women for hourly wages and bonuses.

WCF has a diverse range of brands across multiple sectors. Its largest businesses operate in clothing mail order and bulk fuel oil distribution. This leads to considerable differences in roles between the business units, which is reflected in the pay calculations.

It employs almost 300 employees; many choose to spend their working lives with the company. Its decentralised operating structure enables them to be closely involved in multiple aspects of activity and decision making. A clear sense of employee engagement, ownership and accountability arises.

WCF is partly owned by its employees who have a personal stake in its sustained and continued success. WCF are partner members of the Employee Ownership Association ("EOA"), an influential organisation promoting the economic and business benefits of employee ownership. WCF's Managing Director Jo Ritzema is a board member of the EOA and Chair of their Finance & Audit Committee.

WCF operates a profit share arrangement, in which free shares are awarded to all colleagues, regardless of their level of basic pay, on the achievement of company targets. WCF also operates a life assurance scheme for all employees regardless of their role.

WCF's figures showed that, across its 9 individual business units, there was a mean hourly rate difference of 15.5% and a median rate of 27.3% between its male and female employees.

The WCF workforce is split between male and females on an approximate 50/50% basis. 56% of the male workforce are employed in the fuel distribution business, supplying bulk oil from a fleet of tankers to commercial, industrial, retail and residential customers.

This is a highly-regulated industry, with all drivers requiring specialised training in the handling of dangerous goods. WCF benchmarks its tanker driver pay with others in the industry on an annual basis to ensure that its rates remain competitive.

The sector allows for flexibility on working hours during the quieter summer months for those colleagues who wish to operate on a part-time basis.

Despite there being no barriers to entry for female oil tanker drivers the company receives no such applications, even when these roles have been advertised on a seasonal basis. WCF will continue to work within the industry sector to promote its driving roles to females.

Sixty-five per cent of the company's female employees work within its retail business, which, as an extremely competitive industry, normally refers to the national living wage as its starting benchmark.

Its retail businesses typically employ a higher number of part-time workers which suits the personal circumstances of colleagues and allows operational flexibility. 43% of its female employees are part-time compared to only 5% of its male.

Forty per cent of WCF's senior leadership team is female and Managing Director Jo Ritzema said: "Whilst there are some obvious disparities created by our very diverse and different roles operating in varying industry sectors, we are committed to ensuring there is no gender bias.

"Flexible, seasonal and part-time working would be considered for all colleagues, no matter what their role.

"A very high number of our senior management positions are filled internally, taking into account the skills and expertise of all the candidates available."



Joanne L Ritzema  
Managing Director