



Müller UK & Ireland  
**Gender Pay Gap  
Report 2018**



# About Müller UK & Ireland



Müller UK & Ireland is wholly owned by Unternehmensgruppe Theo Müller (the Müller Group). The business is one of the top ten most chosen FMCG brands in the UK<sup>†</sup> and develops, manufactures and markets a wide range of branded and private label dairy products, made with milk from British farmers. Müller exists to bring everyday moments of pleasure to its consumers and employs people across three business units: Müller Yogurt & Desserts, Müller Milk & Ingredients and Milk & More.



## Müller Yogurt & Desserts

Based across three sites in Shropshire at Market Drayton, Telford and Minsterley, Müller Yogurt & Desserts is the UK's leading yogurt manufacturer. The business makes loved brands including Müllerlight, Müller Corner and Müller Rice and is also a major supplier to the UK private label yogurt market.



## Müller Milk & Ingredients

Müller Milk & Ingredients is Britain's largest producer of fresh milk, cream, butter and ingredients. With a network of dairies and depots servicing customers throughout the country, the business produces skimmed, semi-skimmed, whole, flavoured milk and brands including Frijj. It has the capacity to produce salted, unsalted and lactic butter each year for both the domestic and international markets.



## Milk & More

Müller acquired Milk & More in 2015 and it is Britain's largest milk delivery service. The business delivers a range of local products, six days a week, to more than 500,000 homes across the UK, via a network of local fulfilment centres. The milkman is arguably the original home delivery service, with milk delivery going back more than 150 years; Müller is determined to ensure that this great British tradition continues to flourish.



## Official Supporter of the British Athletics and Athletics Ireland teams

Müller is an Official Supporter of the British Athletics and Athletics Ireland teams. With branding and activation rights for events until the end of 2021, Müller aims to empower consumers to live happier and healthier lives.

OFFICIAL YOGURT



BRITISH ATHLETICS



ATHLETICS IRELAND

# Introduction from the Müller UK & Ireland Executive Team



**Bergen Merey**  
Managing Director  
Müller Yogurt & Desserts

**For the second year running, all large companies employing 250 employees or more in Great Britain are required to report on their gender pay gap. As a significant employer and one of the UK's best loved brands we welcome this step.**

Across the UK, the median hourly earnings for women are 18.4%\* lower than men. Within the manufacturing sector specifically, the gap is 20.9%.\*\* Across our UK business the pay gap is -3%; this is significantly lower than the UK average and a strong result in our sector. We have always been and remain committed to giving equal opportunities to all our employees and will continue to do the right things to make that happen.



**Patrick Müller**  
CEO  
Müller Milk & Ingredients  
and Milk & More

## Our data

Across the Müller UK & Ireland Group we are reporting on four sets of data. The first set of data relates to the entire UK organisation†: the three core business units described in the introduction and the central support functions. Although we don't have to publish data for all entities grouped together, we have taken the decision to do so as we believe this is the most representative internal and external measure of a company's gender pay gap.

The other sets of data relate to our three legal entities, which make up our UK & Ireland business. Whilst we don't have to report on TM Telford Ltd, given we employ fewer than 250 people there, we have decided to do so in the interest of transparency.

## Our people

Overall in the UK we have an 85% male v. 15% female split across our workforce. This is typical of a business within our sector, as is the fact that 78% of our colleagues work in production or logistics roles, where the balance is predominantly male (92% v. 8%). Whilst we are working to attract more women into these areas, it takes time to address this. The picture is different in our office environments, with an improving balance of 59% male v. 41% female.

## Our future

Müller is a brand with a great ethos and great people with a mission to add taste to life by making people happier and healthier. We have real ambition for the future. To build on our success to date and propel further growth, we must continue to have a culture that values the fantastic contribution that a diverse workforce can bring.

As with any data, its value is in the awareness it raises, the questions it prompts, and the action we take. These statistics provide a valuable means to keep challenging what we do to create the right opportunities for everyone at every level, in every area of our business.

‘We must continue to have a culture that values the fantastic contribution that a diverse workforce can bring.’

\*/\*\* Office of National Statistics - Annual gender pay gap estimates for UK employees by age, occupation, industry, full-time and part-time, region and other geographies, and public and private sector. 2017 Revised Figures.

† Please note employees in Northern Ireland and Republic of Ireland are not included in our calculations.

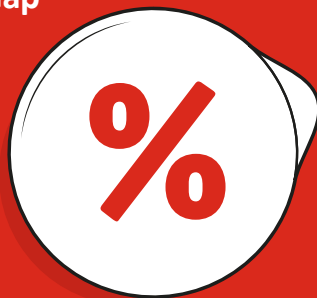
# What is the Gender Pay Gap?



The gender pay gap measures the difference in average pay between men and women employed in a business, regardless of seniority. It should not be confused with equal pay, which would involve direct comparison of two people or groups of people carrying out the same, similar or equivalent work.

## The Mean Gender Pay Gap

The mean is the difference between average hourly pay for men v. average hourly pay for women expressed as a percentage of the male figure.



## The Median Gender Pay Gap

The median represents the middle point of a population. If you separately lined up all the women in Müller and all the men, the median pay gap is the difference between the hourly pay rate for the middle woman compared to that of the middle man, expressed as a percentage of the male figure.



## Mean Bonus Gender Pay Gap

This is the difference between the mean bonuses paid to men and women in the 12 months leading up to April 2018 expressed as a percentage of the mean bonus received by men during that period.



## Median Bonus Gender Pay Gap

This is the difference between the mid-point bonuses paid to men and women in the 12 months leading up to April 2018, expressed as a percentage of the median bonus received by men during that period.



## The proportion of males and females receiving a bonus payment



These figures show the population of women who received a bonus payment in the 12 months leading up to April 2018 and the population of men who received a bonus payment in the 12 months leading up to April 2018.

## Proportion of males & females in each Quartile band

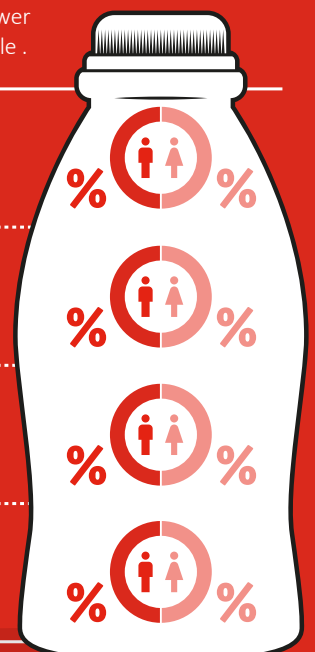
Quartiles are calculated by listing the rates of pay for all employees across the business from lowest to highest, before splitting that list into four equalized groups and calculating the percentage of males and females in each group. The quartiles (from the lowest to highest) are called the lower quartile, the lower middle quartile, the upper middle quartile, and the upper quartile.

£ £ £ £  
Upper Quartile

£ £ £  
Upper Middle Quartile

£ £  
Lower Middle Quartile

£  
Lower Quartile



# Müller UK & Ireland

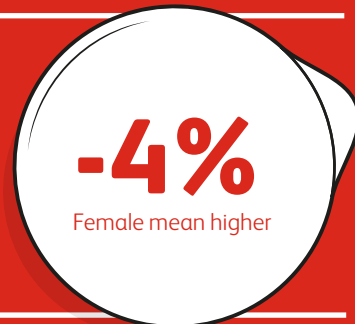
## Gender Pay Statistics



Müller is the country's largest producer of branded and private label fresh milk, cream, butter and ingredients products, and the leading yogurt manufacturer responsible for major brands like Müllerlight, Müller Corner, Müller Rice and FRijj. We also own the UK's largest milk delivery service, Milk & More. Across our three core businesses, Müller Milk & Ingredients; Müller Yogurt & Desserts and Milk & More are supported by central service functions. Across the UK 85% of our colleagues are male, 15% are female.

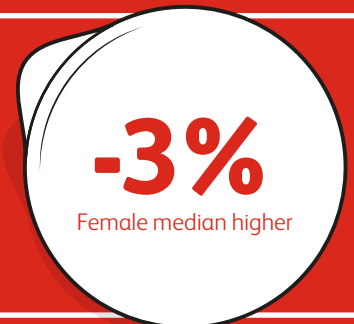
### Mean Pay Gap

The mean pay gap has decreased.



### Median Pay Gap

The median pay gap has decreased.



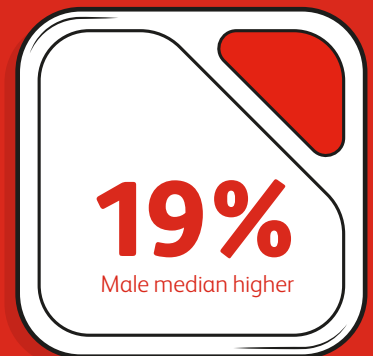
### Difference in Mean Bonus Pay

The difference in mean bonus pay has increased.



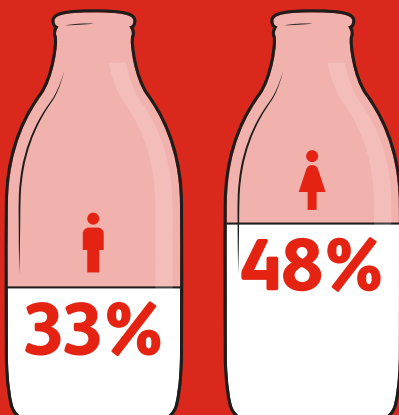
### Difference in Median Bonus Pay

The difference in median bonus pay has increased. This is as a result of standardising entitlements for our office based employees and therefore widening eligibility to increase the numbers of employees in our annual bonus scheme. An outcome of this is that we now have a much higher proportion of females in junior grades who participate in the bonus scheme.



### Proportion of males & females in receipt of a bonus

The proportion of both males and females in receipt of a bonus has increased.



### Proportion of males & females in each Quartile band

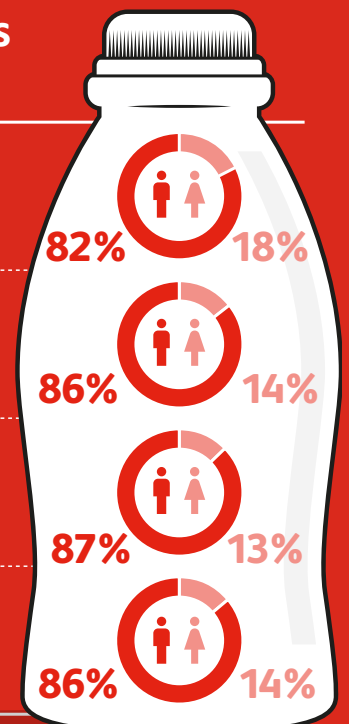
The proportion of females in the upper quartile and upper middle quartile bands has increased, and the proportion of females in the lower middle quartile and lower quartile has decreased. Overall, there is a broad consistency in the proportion of women across the our grading structure.

£££££  
Upper Quartile

£££  
Upper Middle Quartile

££  
Lower Middle Quartile

£  
Lower Quartile







# About Our Entities

## Muller UK & Ireland Group LLP

This is our largest legal entity which employs over 91% of our employees in the UK. The business consists of a mixture of white collar and blue collar roles across multiple locations in the UK, and is a mix of our dairy, logistics and manufacturing businesses. Within Muller UK & Ireland Group LLP women make up 11% of the workforce, compared with 89% men.

## Muller Service Limited

This is our second largest legal entity which employs over 7% of our employees in the UK. Employees in this legal entity are white collar professional services who support the wider business. Service functions include IT, HR, Procurement, Tax, Legal & Compliance and Communications. Colleagues within Müller Service are in head office or shared service roles. Within Müller Service, women make up 60% of the workforce, compared with 40% men.

## TM Telford Dairy Limited

This is our smallest legal entity which employs 2% of our employees in the UK. The legal entity consists of a mixture of white and blue collar workers. Within TM Telford Dairy Limited, women make up 21% of the workforce, compared with 79% men.

# Breaking down Our Results



	Muller UK & Ireland		Muller Service Limited		TM Telford Dairy Limited	
Mean Pay Gap	4%		38%		2%	
Median Pay Gap	3%		37%		9%	
Difference in Mean Bonus	27%		74%		-40%	
Difference in Median Bonus	37%		69%		18%	
Proportion of males and females in receipt of a bonus	Female 40%		Female 67%		Female 59%	
	Male 31%		Male 60%		Male 81%	
Quartile Splits	Female	Male	Female	Male	Female	Male
Lower Quartile	13%	87%	63%	37%	50%	50%
Lower Middle Quartile	10%	90%	79%	21%	25%	75%
Upper Middle Quartile	11%	89%	76%	24%	15%	85%
Upper Quartile	10%	90%	49%	51%	20%	80%





# Great brands are built from the inside out



## At Müller our purpose is to add taste to life making people happier and healthier.

**We are a progressive, entrepreneurial and vibrant family-run business, and we strive for excellence in everything that we do. And our people come first. We believe our brand is the sum of our people and the experiences they create. Alongside a great culture, we're strong believers in offering opportunities to everyone to progress their careers and gain skills and qualifications that will serve them throughout their working lives.**

### **What are we doing?**

We are committed to attracting the best talent. We believe in giving everyone equal opportunities across our business and our focus is to further develop and promote colleagues.

Career progression for all colleagues, regardless of gender, has always been, and remains, a priority for us. We are working to provide clear career paths and targeted development opportunities, particularly in our larger Manufacturing and Engineering environments. We have introduced Leadership & Management programmes, across areas of the business, designed to support colleagues to progress their careers into more senior roles, promoted

through a new online brochure. To ensure we are staying on track, we have also improved our systems capability to monitor recruitment and progression through the organisation.

In 2019, we have rolled out an unconscious bias e-learning module to help colleagues understand their own unconscious bias and the impact it can have.

We're now able to offer over 20 different apprenticeship programmes, from entry level through to MBA, to support colleagues progress their careers. Attracting more women into our apprenticeship schemes continues to be a focus this year.





[www.muller.co.uk](http://www.muller.co.uk)

**Disclaimer**

We confirm that the data and information reported are accurate and in line with the UK Government's Equality Act 2010 (Gender Pay Gap Information) Regulations 2017

Müller UK & Ireland Executive Team