



2023

GENDER PAY GAP

REPORT

blue
square.
PART OF BPG

WHERE EQUALITY MATTERS



“At Blue Square, we’re committed to fostering a workplace that’s diverse and inclusive.

It's important for us to start with an acknowledgement that we currently face an increased gender pay gap in comparison with last year's data. Over the last year we've continued to take steps to address this imbalance but we're under no illusion that there is still a long way to go. We're in the process of reviewing where we can increase efforts across to make sure we achieve our equality goals.

In this report, we explain our latest gender pay gap information, what we believe the contributing factors to be, and what we're doing to improve things.”

*Natasha Rose,
People Director, Blue Square*

OUR METHODOLOGY

IN ACCORDANCE WITH UK GOVERNMENT GUIDELINES

For your info, our gender pay gap analysis is taken from a 'snapshot' of people who were employed on 5 April 2023 - we exclude people who left before or started after that date, even if they were paid in April 2023.

GROSS PAY

We calculate an hourly rate based on criteria and calculations set out in the regulations. We have to exclude anyone who didn't get their full pay due to an absence but we're not permitted to exclude anyone who didn't receive full pay because they started or left in the month. This means that you might get some people with a very low relative hourly rate because they left halfway through the month ie: they received half a month's pay. This does distort the figures a little.

RECRUITMENT PROCESS

Bonus pay gap looks at the total bonuses paid to men and women in the 12 months leading up to the snapshot date, from April of the previous year up to March. There are no exclusions because it's looking at bonuses not pay - as long as someone was employed on 5 April, they've been counted.

THE MEASURES

Our report includes calculations using both the mean and the median. As a quick reminder:

The **'mean'** is the average, where you add up all the numbers and then divide by the number of numbers. The **'median'** is the middle value in the list of numbers.

THE HEADLINES

10.4%

MEAN GENDER PAY GAP

14%

MEDIAN GENDER PAY GAP

31.2%

MEAN BONUS PAY GAP

39.1%

MEDIAN BONUS PAY GAP

RECEIVING A BONUS IN 2023:

86.87%

FEMALES

91.7%

MALES

WHAT IT ALL MEANS

We're disappointed to report that our gender pay gap has increased in the past year. Our mean gap is now 10.4% and our median gap is 14%. This represents a rise of 8.5% and 11.5% respectively compared to 2021/2022 data.

Our data indicates that the primary driver of this gap is a lack of women at senior levels. While Blue Square's overall gender balance has shown slight improvement since 2019, men remain overrepresented in senior roles while women are proportionally more present in lower-paying positions. This disparity directly contributes to the gender pay gap. It's important to understand that the gender pay gap is not the same as equal pay. We are committed to providing equal pay for equal work across all positions and this commitment remains unchanged.

Our mean bonus gap stands at 31.2%, with a median of 39.1%. While the median gap exhibits minimal year-on-year change (0.8% increase), the mean gap has seen a larger rise (19%). This difference can be attributed, again, to the underrepresentation of women in senior, higher-paid roles. Since many bonus structures are linked to salary, the lack of women in leadership positions naturally impacts the bonus gap.

We know that there is still a lot of work to do - and we know that it will take time. We now need to pick up speed on implementing further, impactful initiatives that will drive meaningful change at Blue Square.



GENDER PAY QUARTILES

These charts illustrate the proportion of male and female employees who fall within the four quartiles that we are required to report on. The quartiles take all the hourly rates and split them into equal quarters from lowest to the highest, we then work out the proportion of men and women in each quarter.

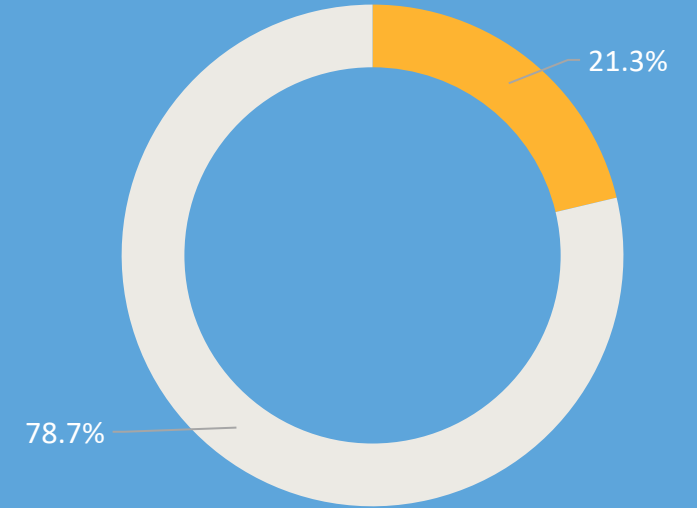
The lower quartile is the lowest paid band, and the upper quartile is the highest paid band.

Our overall gender split was 69.1% men and 30.9% women. What this means is that to have no gender pay gap, we'd want each quartile be split along the same percentages.

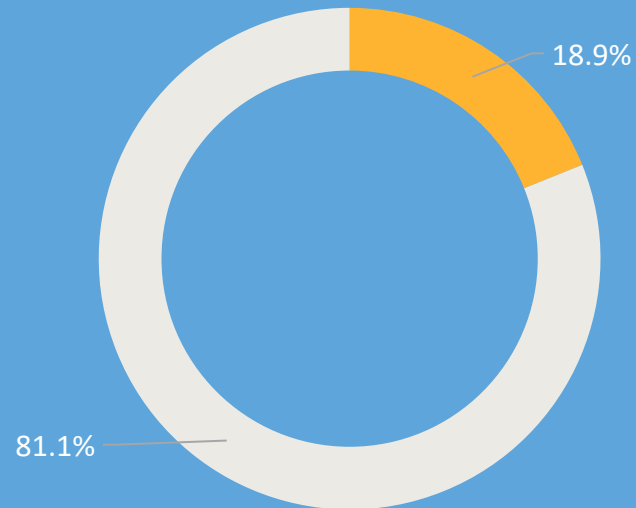
LOWER QUARTILE



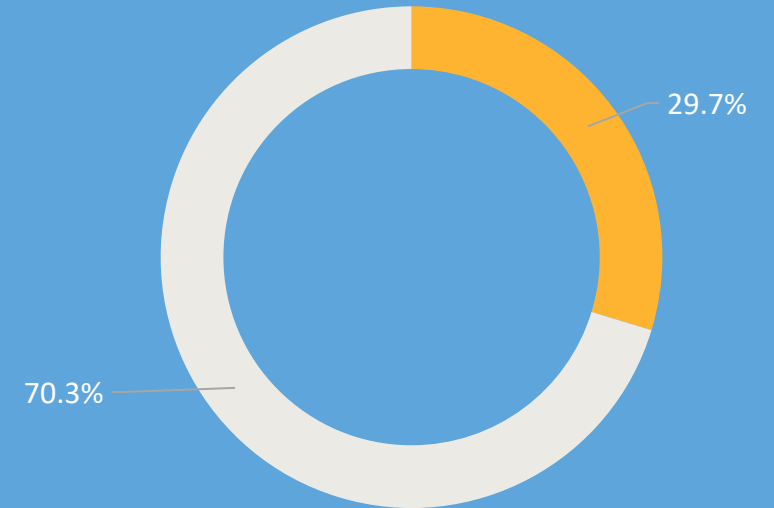
LOWER MIDDLE QUARTILE



UPPER MIDDLE QUARTILE



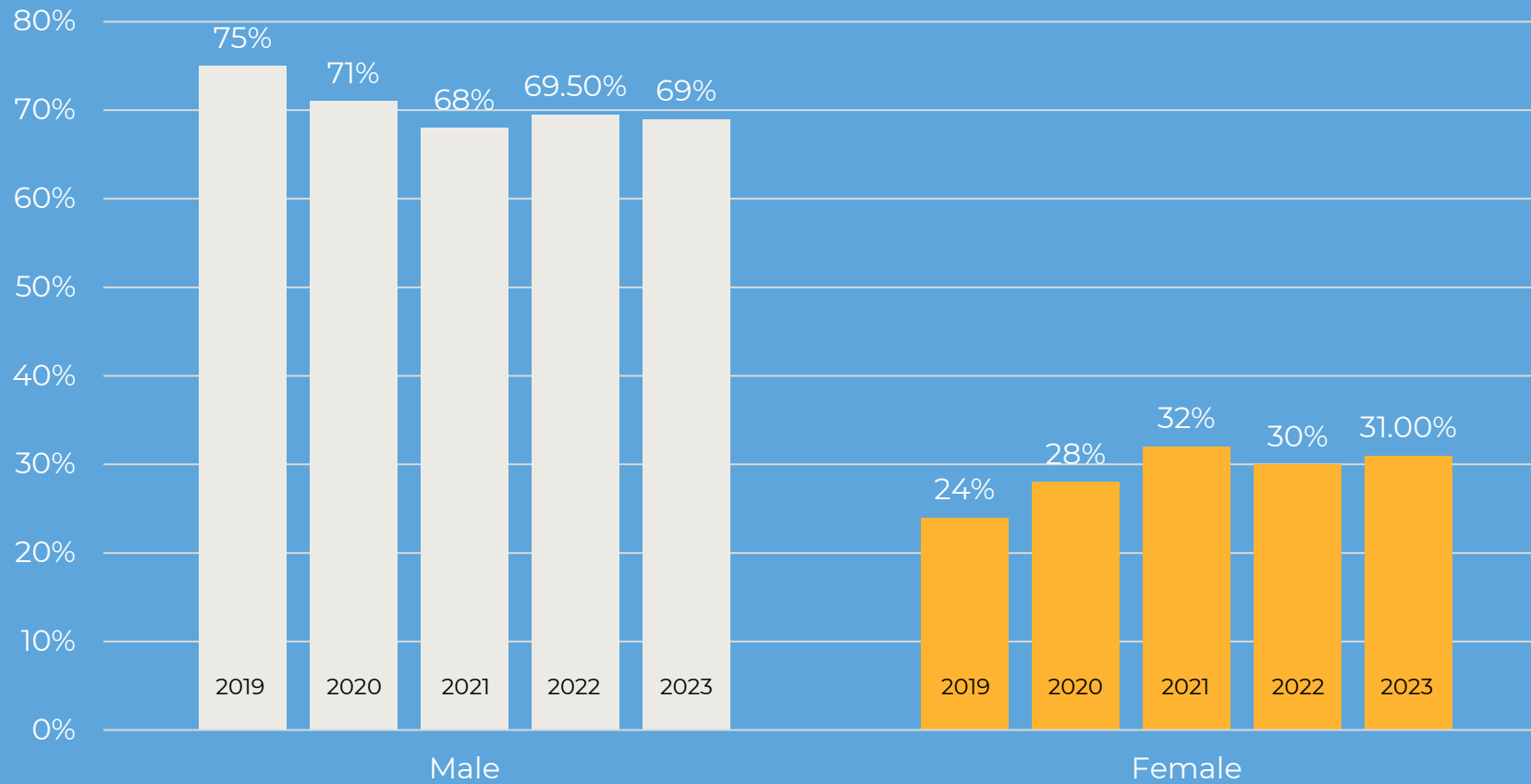
UPPER QUARTILE



Female Male

GENDER SPLIT

ACROSS THE LAST 5 YEARS





OUR COMMITMENT

We've identified several initiatives to drive the change we need to make across our business:

BUILDING A CULTURE OF INCLUSION

We've spent the past 12 months working alongside DE&I experts to develop a plan that helps us move forward with intention.

We've spent time identifying the stuff we're already doing well, being honest about where we're missing the mark and, most importantly, building our vision for a long-term, impactful DE&I strategy that delivers action.

This strategy will guide our ongoing commitment to fostering diversity, equity, inclusion and BELONGING at Blue Square.

BUILDING A DIVERSE WORKFORCE FOR THE FUTURE

Increasing representation of women across all levels is a top priority within our DEI&B strategy. Part of this work means understanding the factors that might be creating barriers for career progression or retention.

Our strategy includes clear goals to increase the number of women in senior positions, building a more balanced leadership landscape.

EQUAL PAY

We remain firmly committed to ensuring equal pay for equal work across Blue Square.

Our comprehensive pay equity review process is conducted twice annually and allows us to identify and address any disparities in compensation.

Additionally, all new roles undergo the same rigorous review to guarantee equality in recruitment.