



2024

GENDER

PAY GAP

REPORT

blue
square.
PART OF BPG

WHERE EQUALITY MATTERS



“Transparency and accountability are fundamental to our commitment to creating a truly diverse business.

This report presents our 2023/24 gender pay gap data, providing an honest assessment of our current position.

Over the past 18 months, we've worked alongside DE&I experts to develop our Belonging Roadmap, a long-term strategy designed to drive diversity, empower success, and foster a strong sense of community at Blue Square.

We recognise that closing the gender pay gap is an integral part of this vision, and we're committed to implementing the actions outlined in our roadmap to achieve lasting change.

We've made good progress, and we've seen our actions reflected positively in our gender pay result. But as ever, there's more work to do.”

*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 2024 - we exclude people who left before or started after that date, even if they were paid in April 2024.

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 i.e.: they received half a month's pay. This does distort the figures a little.

BONUS PAY

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

-5.4%

MEAN GENDER PAY GAP

0.88%

MEDIAN GENDER PAY GAP

27.59%

MEAN BONUS PAY GAP

23.55%

MEDIAN BONUS PAY GAP

RECEIVING A BONUS IN 2024:

79.24%

FEMALES

80.45%

MALES

WHAT IT ALL MEANS

Our 2024 gender pay gap data presents a complex picture, heavily influenced by the fluctuating nature of our workforce and a specific campaign-related factor.

While the data shows a significant shift from a 10.4% mean gap favouring men in 2023 to a -5.4% gap favouring women in 2024, and a reduction in the median gap from 14% to 0.88%, this significant skew requires us to analyse this data in context. If we exclude the campaign factor, our adjusted figures for 2024 would result in a mean gender pay gap of 2.13% and a median gender pay gap of 4.85%.

When comparing the 2023 gender pay gap figures to the non-distorted 2024 figures, we see clear progress. The mean gender pay gap has decreased significantly from 10.4% to 2.13%, and the median gender pay gap has also reduced substantially from 14% to 4.85%.

These figures show a positive trend in the right direction; however, men continue to remain overrepresented in our senior roles while women are proportionally more present in lower-paying positions. This disparity directly contributes to the gender pay gap.

In 2024, the mean bonus gap decreased by 3.61%, and the median gap decreased by 15.55%. Again, since many of our bonus structures are linked to salary the under-representation of women in leadership positions naturally impacts the bonus gap.



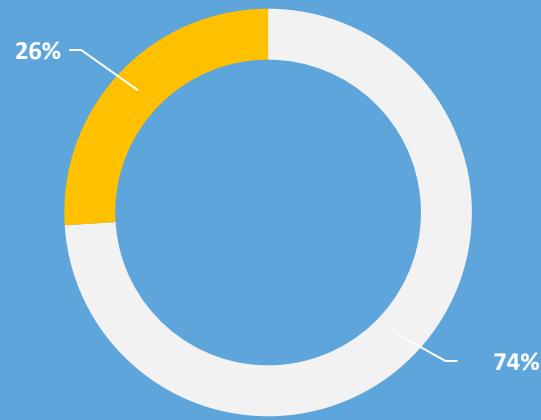
GENDER PAY QUARTILES

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.

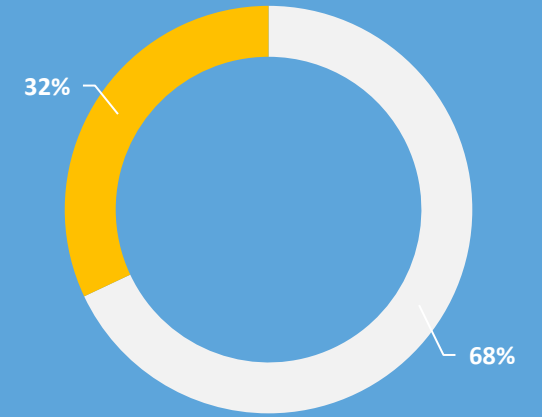
The lower quartile is the lowest paid band, and the upper quartile is the highest paid band.

Our overall gender split was 71% men and 28% women. What this means is that to have no gender pay gap, we'd want each quartile be split along the same percentages.

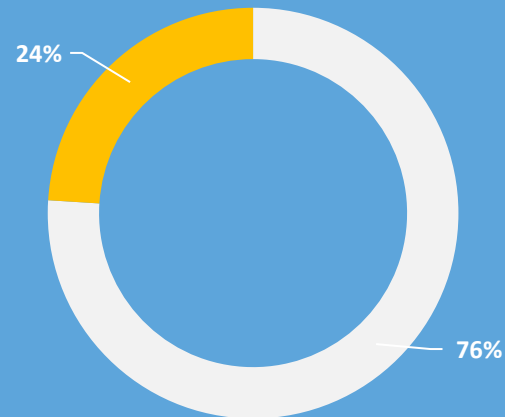
LOWER QUARTILE



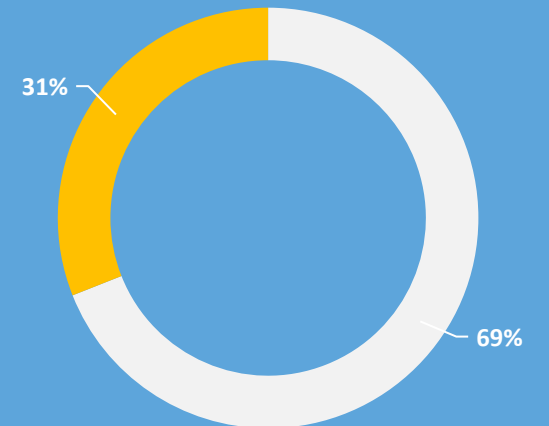
LOWER MIDDLE QUARTILE



UPPER MIDDLE QUARTILE



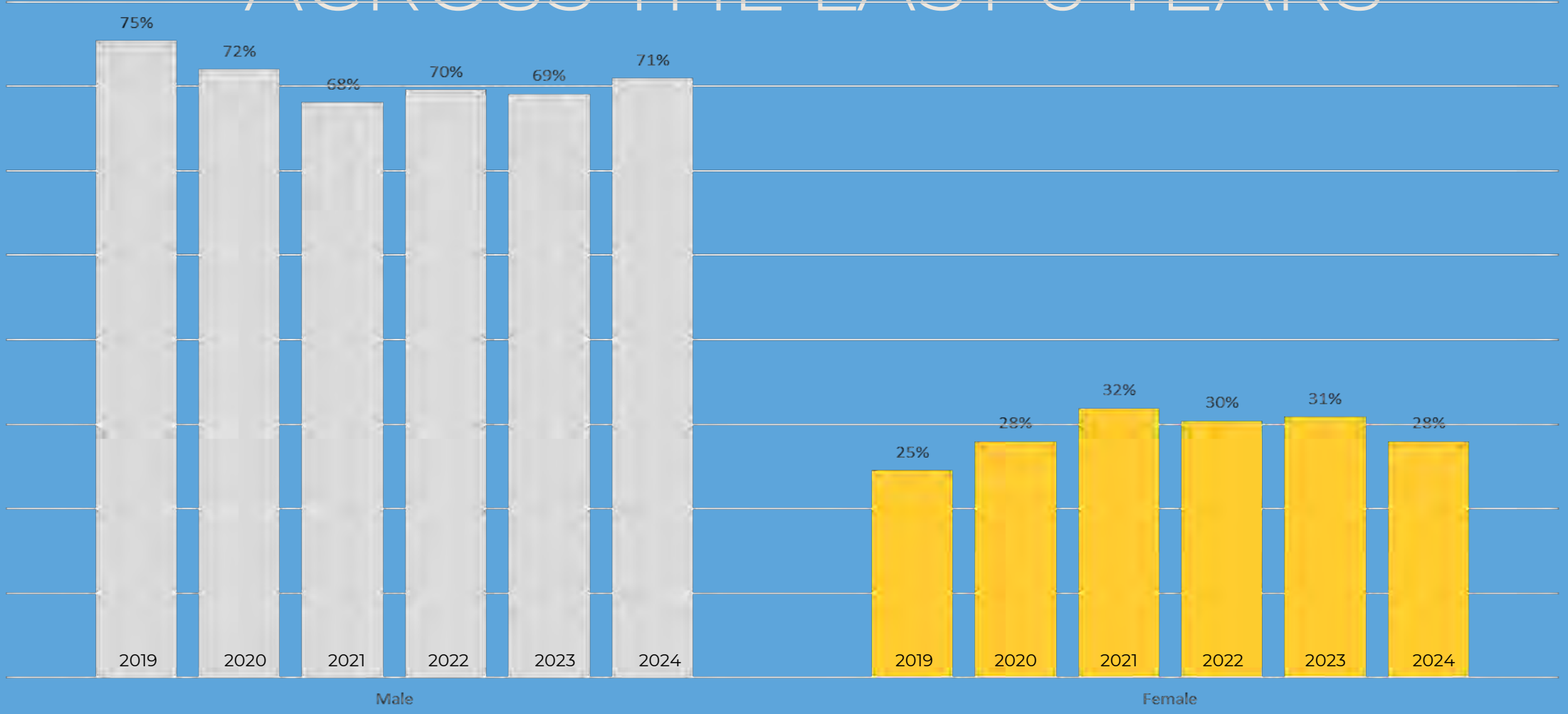
UPPER QUARTILE



Female Male

GENDER SPLIT

ACROSS THE LAST 6 YEARS





OUR COMMITMENT

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

BUILDING A DIVERSE WORKFORCE

Our Inclusive Hiring initiative is the driver behind increasing representation across Blue Square.

It sets out our approach to building an understanding of inclusion across our hiring managers, reviewing our hiring processes, rethinking where we look for talent, and developing our approach to selection. We're developing our existing succession planning programme, identifying talent pipelines for specific roles, and building on the diversity of the early talent entering our business, as well as accelerating our internal talent pools.

WOMEN IN BSq

As we move towards building greater representation across our teams, addressing the existing gender imbalance is top of the agenda.

Women IN BSq is our community for women to connect, share experiences, and build meaningful relationships, creating a powerful support system. Offering events focused on career development strategies tailored for women's advancement and working together to champion policies and initiatives that promote gender equality and address the unique challenges women face in the workplace.

CONTINUED EQUAL PAY

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

We conduct a benchmarking review of all roles across BSq comparing the pay of employees doing 'like for like' work.

Pay equity is also taken into consideration when we make any pay decision, like during the hiring process or our annual salary review windows.