

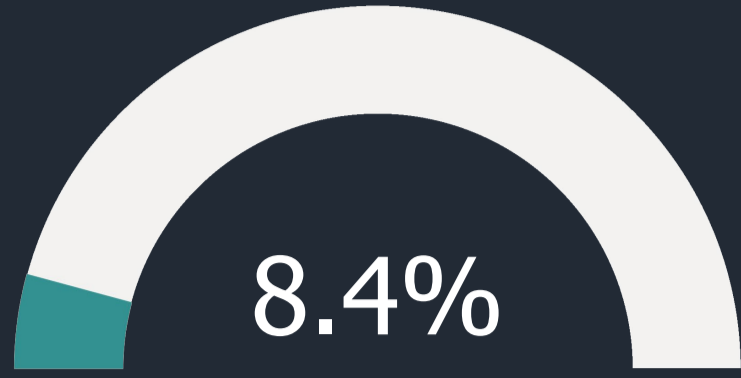
Gender Pay Gap

April 2022 submission

Our Gender Pay Gap report for 2022 covers the snapshot date of 5 April 2021.

Below, we explain our latest gender pay gap information, what we think contributed to this, and what we're doing to improve things.

Mean Gender Pay Gap



Median Gender Pay Gap



What's behind the numbers?

Our overall mean gender pay gap has gone down by 1.3% compared to the previous year, however our median gender pay gap has gone up a little compared to our very low median last time.

We've compared our gender pay gap against previous results from similar businesses in marketing and retail and think our gap is smaller than average in our field.

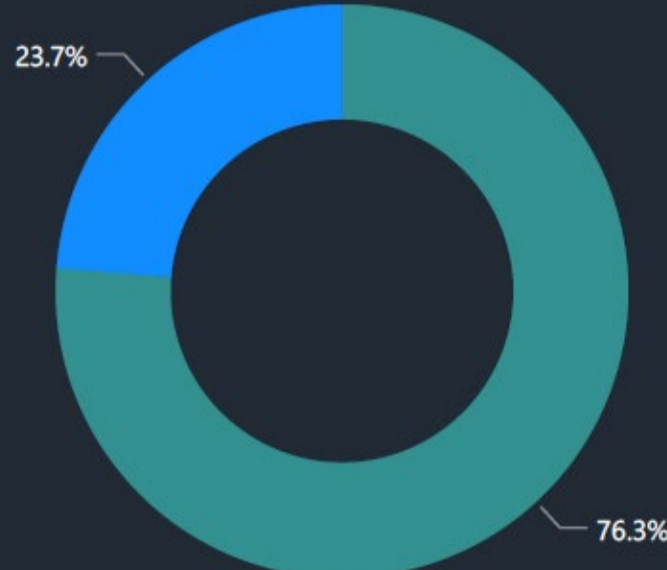
We've also analysed our results across different teams and know that there is a very mixed picture. We have some teams where there is no gap or where women are paid more than men

We also recognise that demographically 2/3rds of our workforce are male. We are gradually but consistently closing that overall gender gap and welcoming more women into the business at all levels.

Upper Quartile



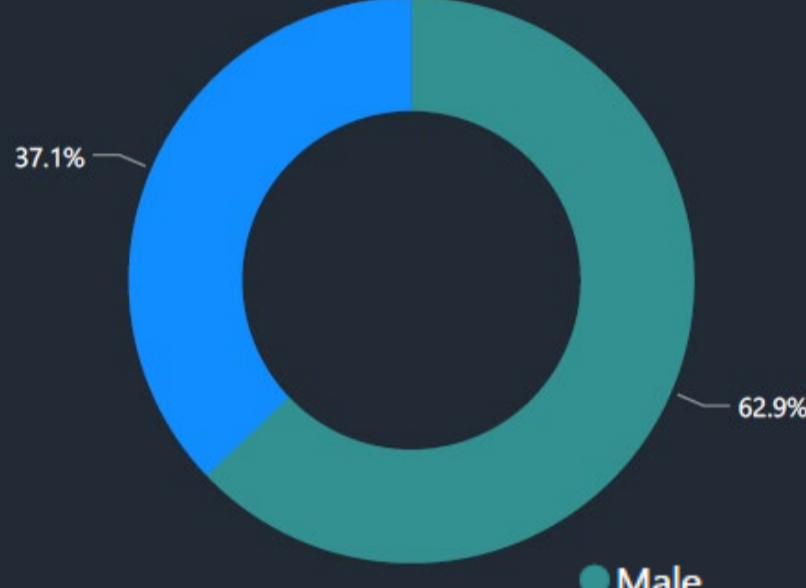
Upper Middle Quartile



Lower Middle Quartile



Lower Quartile

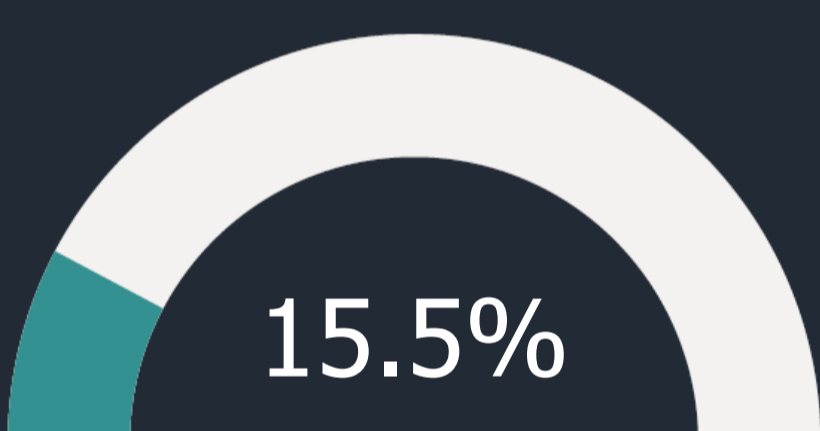


● Male
● Female

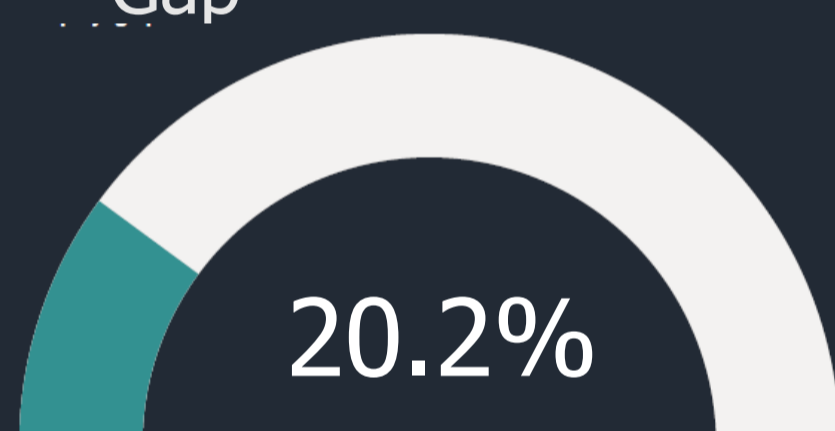
What's behind the numbers?

For the snapshot period, our headcount was 68% male and 32% female, so it is no surprise that the gender splits are broadly similar in all quartiles. However, there is an imbalance with a higher proportion of women in the lower quartiles compared with upper quartiles. We do have more women in the business overall including at the most senior levels – but we have a higher proportion in lower paid roles as well.

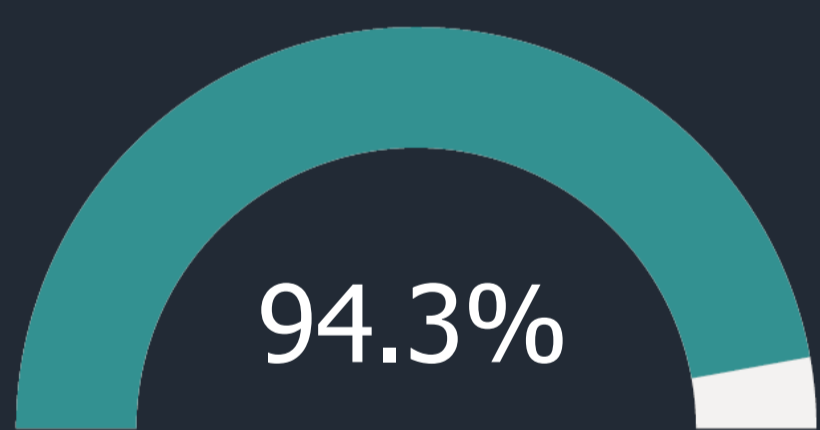
Mean Bonus Pay Gap



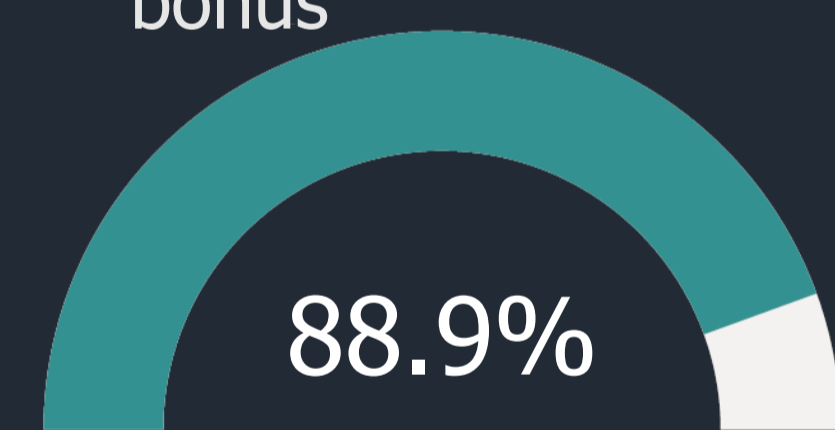
Median Bonus Pay Gap



Proportion of men receiving bonus



Proportion of women receiving bonus



What's behind the numbers?

Our mean bonus pay gap has gone down by 15.1% compared to our previous report, and our median bonus pay gap has gone down by 7.3%.

We recently introduced an Accelerator Bonus Scheme for our back office roles in Central Support. This means that nearly all roles across Blue Square are eligible for some form of bonus and this has helped narrow the gap.

It's also worth noting that the number of men and women who didn't get a bonus in the reporting period was virtually equal – however, since our male headcount is substantially larger than our female headcount, for every woman who didn't get a bonus it makes a larger impact on the overall percentage.

In most cases, those who didn't receive a bonus were relatively new to the business and so had not had time to accrue a quarterly bonus within the reporting period.

WHAT ARE WE DOING ABOUT IT?

As a result of Covid-19, gender pay gap reports for 2020 were only recently published in October – so we're still working on these initiatives.



Improve

We've introduced a new bonus scheme for our Central Support division. Since these teams have a majority female population, the introduction of a bonus should help to reduce the bonus pay gap.



Our Diversity Council

We've introduced a Diversity Council, a representative body of staff and managers to identify ways in which we can build and nurture diverse talent across Blue Square. We'll be discussing the results with the Council to come up with more ideas to help us close the gap.



More women in senior positions

Since the last snapshot date, we now have more women in our Group Senior Leadership Team.



Women's network

We've set up a women's network, opening opportunities for mentoring and networking with peers across the business. The network will also help put in place structures to increase female representation at senior level.

We know we've still got progress to make, and we're committed to tackling the Gender Pay gap that still exists through continuing the ongoing work to drive this down and tackling the barriers through targeted action.