

# Gender pay gap report 2018

# Foreword

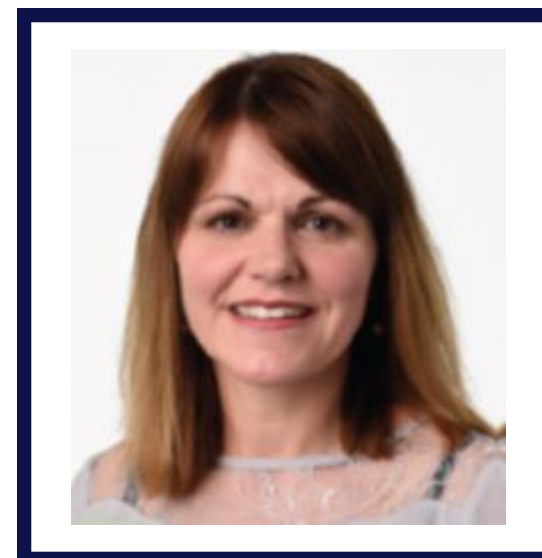
As part of the BFS Group we believe that our people are our greatest asset. We are committed to equal opportunities across our workforce, and treat our people equally regardless of gender. The requirement to report on our gender pay gap has encouraged us to consider and understand what this means to us as a business and we support any initiatives which brings focus to this very important issue.

We are committed to driving through initiatives into 2019 and beyond, and whilst these might not have an immediate effect on our gender pay figures, we believe that having equality and diversity within our workforce will sit at the heart of our success. Whilst our figures demonstrate we still have work to do, I am confident that we do not have an equal pay issue and our men and women are paid equally for the same work.

Female representation is low within our industry and progress to change this is very slow. We are aiming to build a workplace environment which will attract women and allow them to achieve their career goals and aspirations. Some of the initiatives we are supporting include diversity awareness training, inclusive policies and external partnerships to support social change.

I can confirm that the information in this report is accurate.

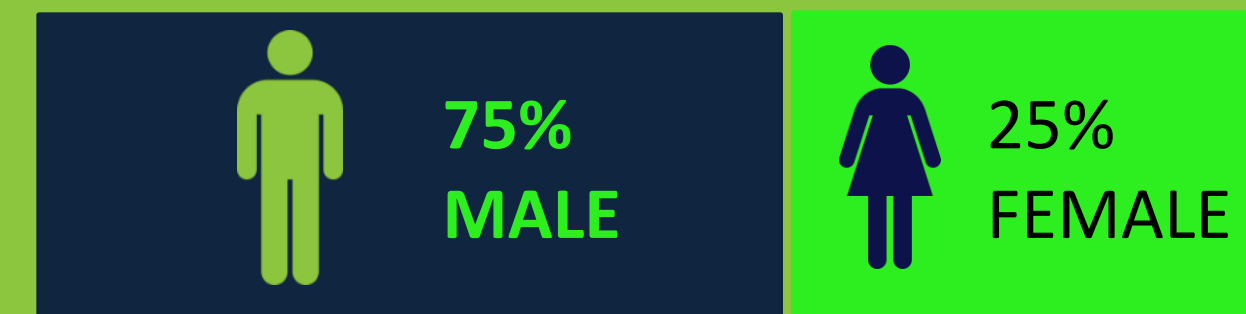
**Heather Angus**  
HR & Sustainability Director



# Employee Facts



33% of Board Members are Female





# Gender pay gap reporting

Gender pay gap legislation was introduced to encourage employers to focus on the differences in male and female pay across organisations regardless of job role. The legislation is applicable to employers who have more than 250 employees and has been introduced to support the government’s objective to reduce the gender pay gap in a single generation.

The gender pay gap measures the difference between the average male pay and the average female pay. So for example if the average male employee earned £100 per hour and average female employees earned £90 per hour, there would be a gender pay gap of 10%. This does not take account of the roles that people perform or the seniority of the individuals.

We are required to report a number of factors to demonstrate our gender pay gap which are enclosed in this report. These include:

- The mean and median hourly pay gap
- The mean and median bonus pay gap
- The proportion of males and females receiving a bonus payment
- The proportion of males and females in each quartile band

We have done this across our two legal entities, as required

- **BFS Group Ltd** – incorporating Bidfood employees and Best Food Logistics employees
- **3663 Transport Limited** – incorporating all employees working in the Transport Operations of our trading company Bidfood.

## Definitions

### Gender pay gap -

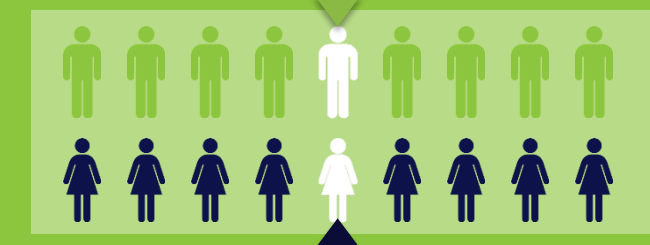
The differences in the **average pay between men and women.**

### Equal pay -

Equal pay deals with the pay differences **between men and women who carry out the same jobs, similar jobs or work of equal value this is not the same as the gender pay gap.**

### Median -

The **median** represents the middle point of a population.



If you separately lined up all the women in Bidfood and then all the men, the median gap is the difference between the hourly pay rate for the middle woman compared to the middle man



### Mean -

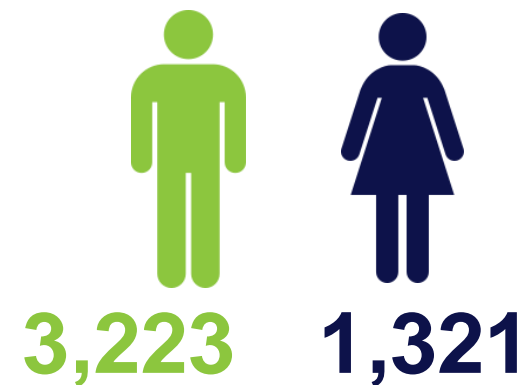
The **mean gender pay gap** is the difference in the average hourly pay for women compared to men within Bidfood

# BFS Group gender pay results

These results represent the workforce pay and bonuses from April 2017 to April 2018 for BFS Group Ltd which includes Bidfood and Best Logistics employees – 3663 Transport are reported separately

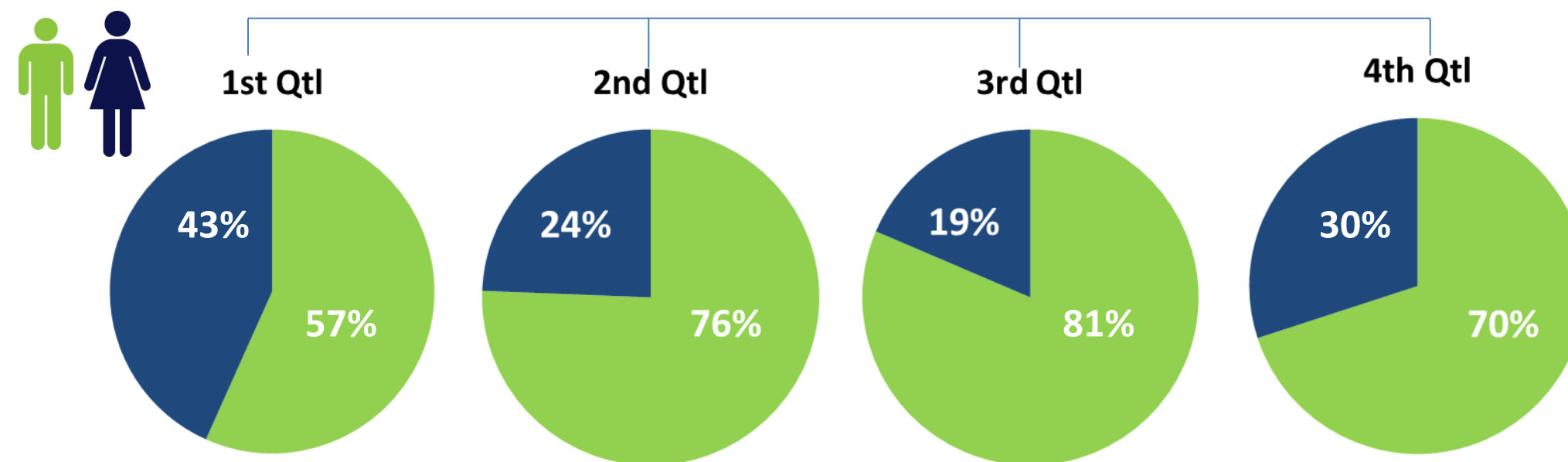


**Total headcount 4,544**



| Difference between men and women |       |         |
|----------------------------------|-------|---------|
|                                  | Mean  | Median  |
| Pay Gap                          | 3.74% | 10.67%  |
| Bonus Pay Gap                    | 1.88% | -44.84% |

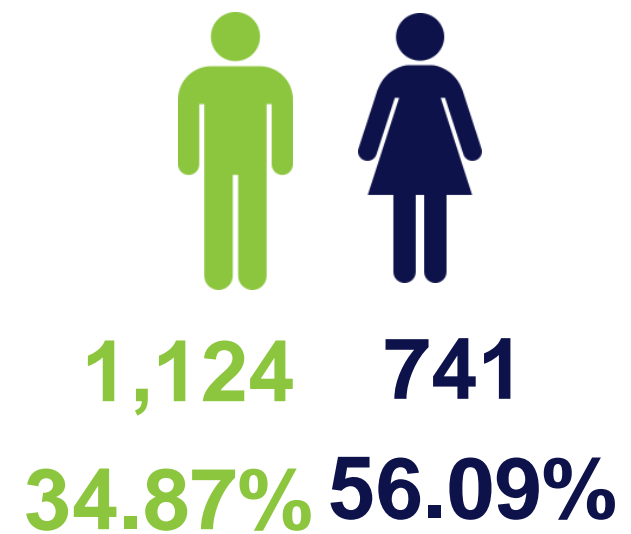
Proportion of males and females in each quartile



We have arranged our employees in order of lowest to highest paid worker, then split them into quartiles – the lowest 25%, the next 25% and so on. Each quartile indicates the split of males and females in that group

Proportion of males and females receiving a bonus payment

**1,840**

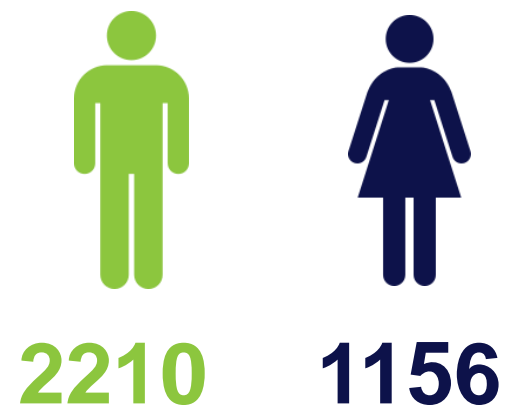


# Bidfood gender pay results

These results represent the workforce pay and bonuses from April 2017 to April 2018 for Bidfood employees

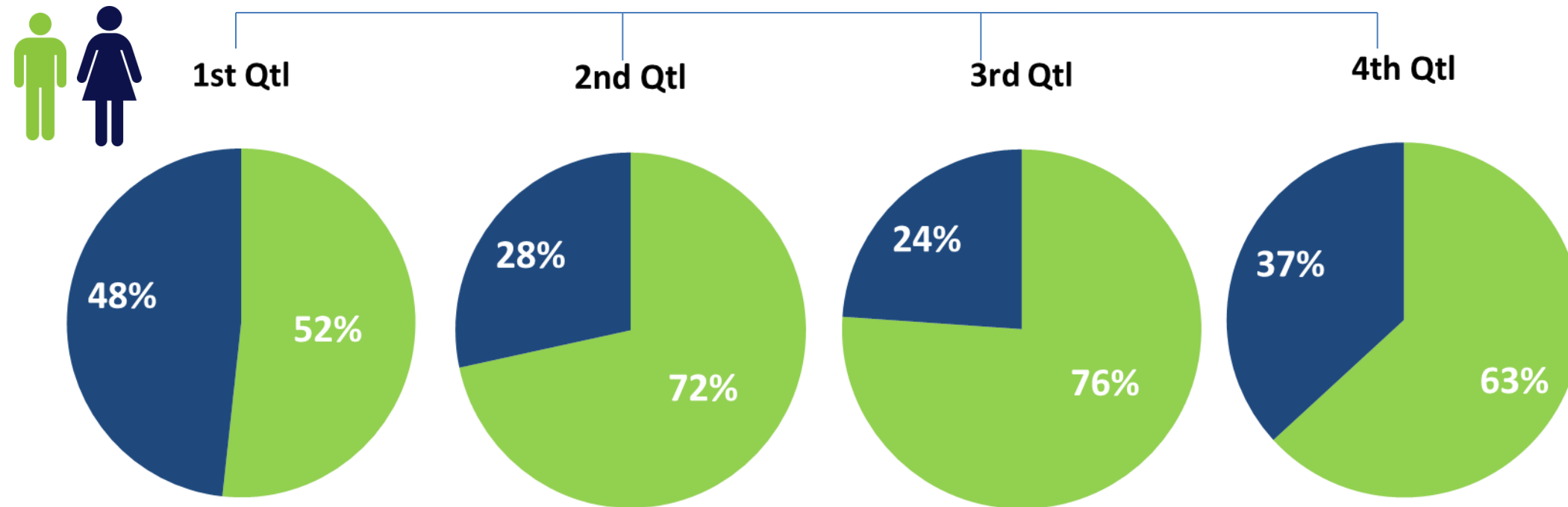


**Total headcount**  
**3,366**



| Difference between men and women |       |         |
|----------------------------------|-------|---------|
|                                  | Mean  | Median  |
| Pay Gap                          | 3.34% | 7.84%   |
| Bonus Pay Gap                    | 1.88% | -44.84% |

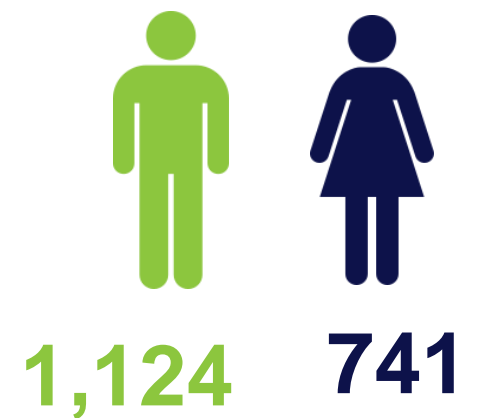
Proportion of males and females in each quartile



We have arranged our employees in order of lowest to highest paid worker, then split them into quartiles – the lowest 25%, the next 25% and so on. Each quartile indicates the split of males and females in that group

Proportion of males and females receiving a bonus payment

**1,840**



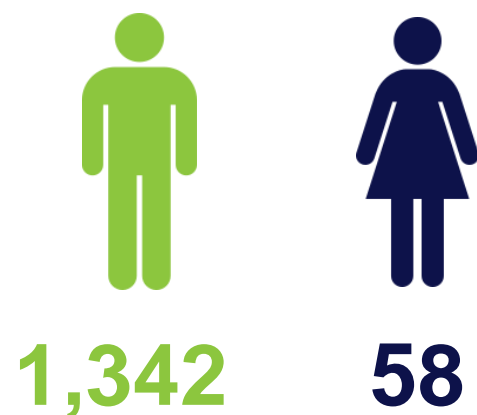
**50.86%** **64.10%**

# 3663 Transport gender pay results

These results represent the workforce pay and bonuses from April 2017 to April 2018 for 3663 Transport employees

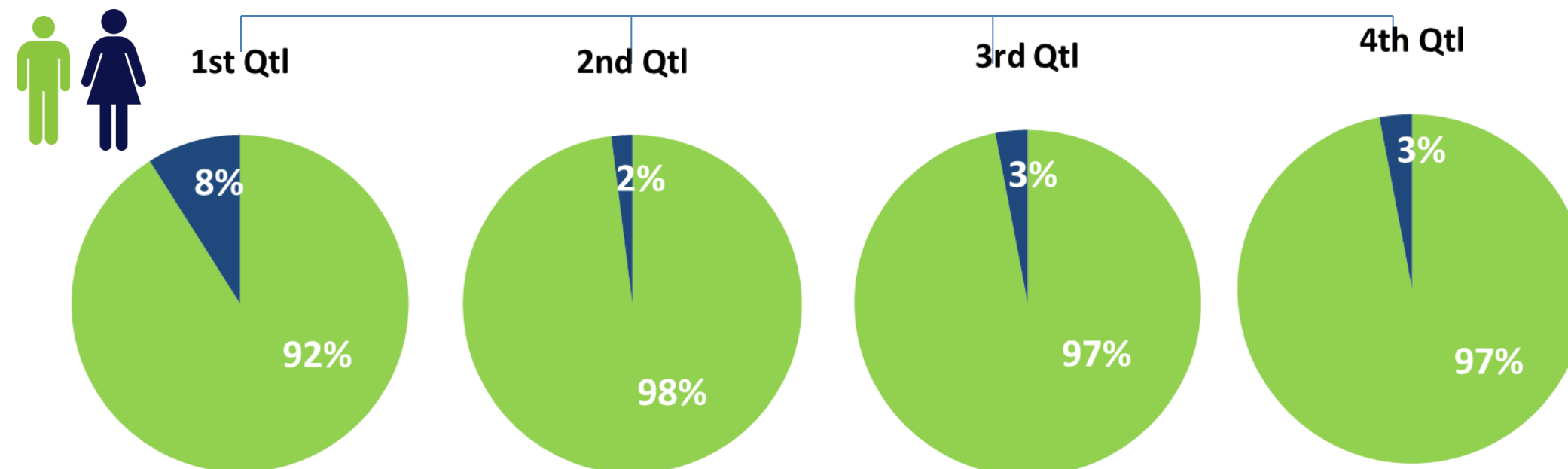


**Total headcount 1,400**



| Difference between men and women |        |        |
|----------------------------------|--------|--------|
|                                  | Mean   | Median |
| Pay Gap                          | 6.78%  | 12.67% |
| Bonus Pay Gap                    | 54.18% | 69.07% |

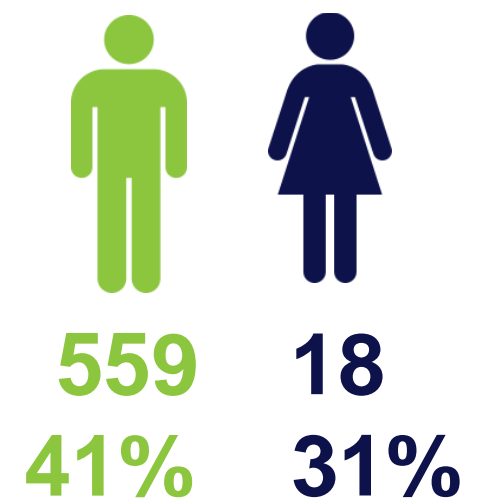
## Proportion of males and females in each Quartile



We have arranged our employees in order of lowest to highest paid worker, then split them into quartiles – the lowest 25%, the next 25% and so on. Each quartile indicates the split of males and females in that group

Proportion of males and females receiving a bonus payment

**577**

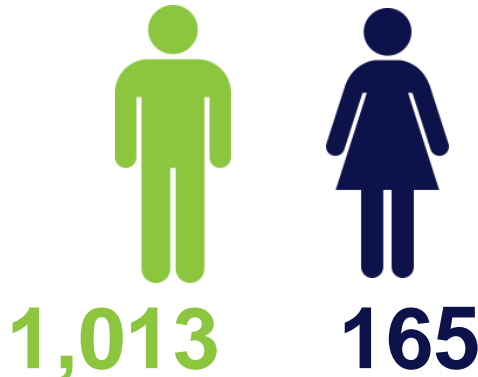


# Best Food Logistics gender pay results

These results represent the workforce pay from April 2017 to April 2018 for Best Food Logistics employees

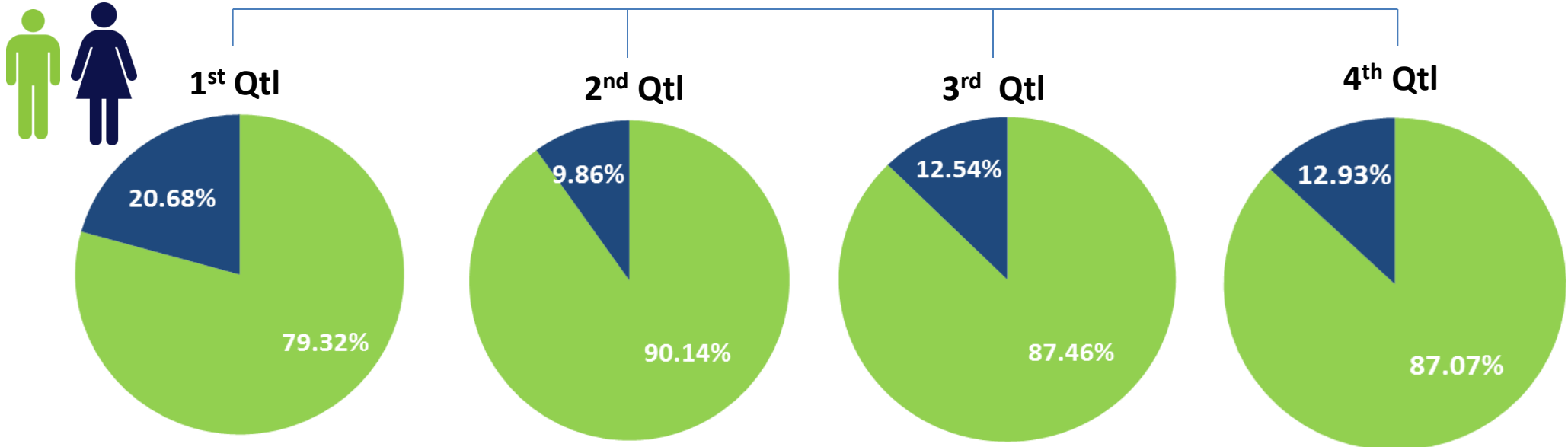


**Total headcount 1,178**



| Difference between men and women |       |        |
|----------------------------------|-------|--------|
|                                  | Mean  | Median |
| Pay Gap                          | 1.81% | 4.53%  |
| Bonus Pay Gap                    | NA    | NA     |

Proportion of males and females in each quartile



We have divided our employees into four equal quartiles. The quartile represents the pay rates from the lowest to the highest and indicates the split of males and females in each quartile .

No Bonus payments were made in Best Food Logistics during the reference period



## Understanding the gender pay gap

Our gender pay gap reflects the higher proportion of men than women in our workforce who undertake roles attracting higher rates of pay, bonuses or allowances. This is reflective of the industry in which we work, which is traditionally male dominated. We have always believed in appointing the right person for the role, regardless of gender or other characteristics, however we can see in our figures the impact of having more male colleagues in senior roles and this creates a significant challenge in closing the gap.

The 2018 UK gender pay gap is 17.9% and overall while we do have a high proportion of male colleagues, our pay gap remains below this figure at both the median and mean levels.

Our pay quartiles show that our male employees are dominant in all quartiles and this is consistent with the warehousing and distribution industry. The lower pay quartile has the highest representation of female employees which would include roles such as telesales, administrators and warehouse operatives. This disproportionate representation is contributing to our pay gap in both hourly rates and bonus payments.







## Closing the gap

We are committed to developing a diverse workforce and addressing our gender pay gap. We are working on a plan to address this which will outline our long term commitment to closing the gap. Here are some of the activities we are currently working on:

- **Reward:** We are reviewing and benchmarking roles within the organisation as part of a pay simplification process . The aim of this project is to make the pay structures more transparent and provide standard application across the group.
- **Recruitment:** We are undertaking a strategic recruitment review and as part of this will explore our gender mix across the business to attract and support more women into our roles.
- **Training:** Our managers attend training events to develop their skills to manage their teams. We are currently developing a Diversity Essentials course to educate teams on creating an inclusive workplace. We are aiming to train all managers by April 2020.
- **Beyond BFS group:** We are developing strategic partnerships with external organisations to encourage more women within our industry. We also want women to aspire to our senior roles and to support young people to choose our industry as their career. An example of this is the #Balanceforbetter theme for International Women's Day 2019 we are supporting in partnership with Slough Business Community Partnership.

## International Women's Day 2019

The theme for International Women's Day 2019 is **#Balanceforbetter**

**“The future is exciting. Let's build a gender-balanced world. Balance drives a better working world. Let's all help create a #BalanceforBetter.”**

We've partnered with Slough Business Community Partnership to run a session at our Slough Business Support Centre with 15 senior women from across our operational and central functions. The aim of the session is to give an insight into job roles and for students to discover the experience they need/how they can get there.



**#Balanceforbetter**

