

# Gender & Ethnicity Pay Report - 2024



## A note from our Chief People Officer

Being an inclusive employer is important to me and the business, so we want to be transparent with our ethnicity pay gap data and our gender pay gap data.

This is the gender and ethnicity pay gap report for 2024 and my first report since joining A.F. Blakemore & Son Ltd. This report looks at the gender and ethnicity data across all the departments within our business.

For me, it is very important that, as colleagues, we treat each other fairly and respectfully so that everyone feels comfortable bringing their true authentic selves to work. At A.F. Blakemore & Son, we do this through our value of ONE Inclusive Team and The Blakemore Way.

The gender and ethnicity pay gap data is one way we measure ourselves. Throughout the year, we also work towards listening to our colleagues through our Colleague engagement Survey or through the five diversity inclusion groups that we are so proud of.

Our gender pay gap data tells us that our mean pay gap is 13.47% which is down from 13.69% last year and our median pay gap is 8.52%, up from 5.65%.

Our ethnicity pay gap for all ethnically diverse groups is 0.33% mean and -5.99% median. Our ethnicity data has been calculated where we have ethnicity data disclosure.

As a business we are passionate about working towards closing our gender and ethnicity pay gaps and making sure that our company culture makes all our colleagues feel that they belong while we continue to listen, learn, embrace the difference and grow together.

*Nicola McIntosh*

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Chief People Officer



# What is the Gender pay gap?

The pay gap data highlight the difference in the earnings between different groups of colleagues within A.F. Blakemore & Son Ltd. Employers with 250 employees or more must collect and publish their gender pay gap data annually. This report focuses on the pay gap data for gender and ethnicity. The snapshot date for this report is 5 April 2024.

## What do we publish?

- The mean and median gender pay gap
- The mean and median gender bonus gap
- The proportion of male and females receiving a bonus
- The proportion of males and females in each pay quartile

### Mean and Median

The mean pay gap is the difference of the average pay for women against the average pay for men.

The median pay gap. This is the difference of the middle pay value for females against the middle pay value for men.

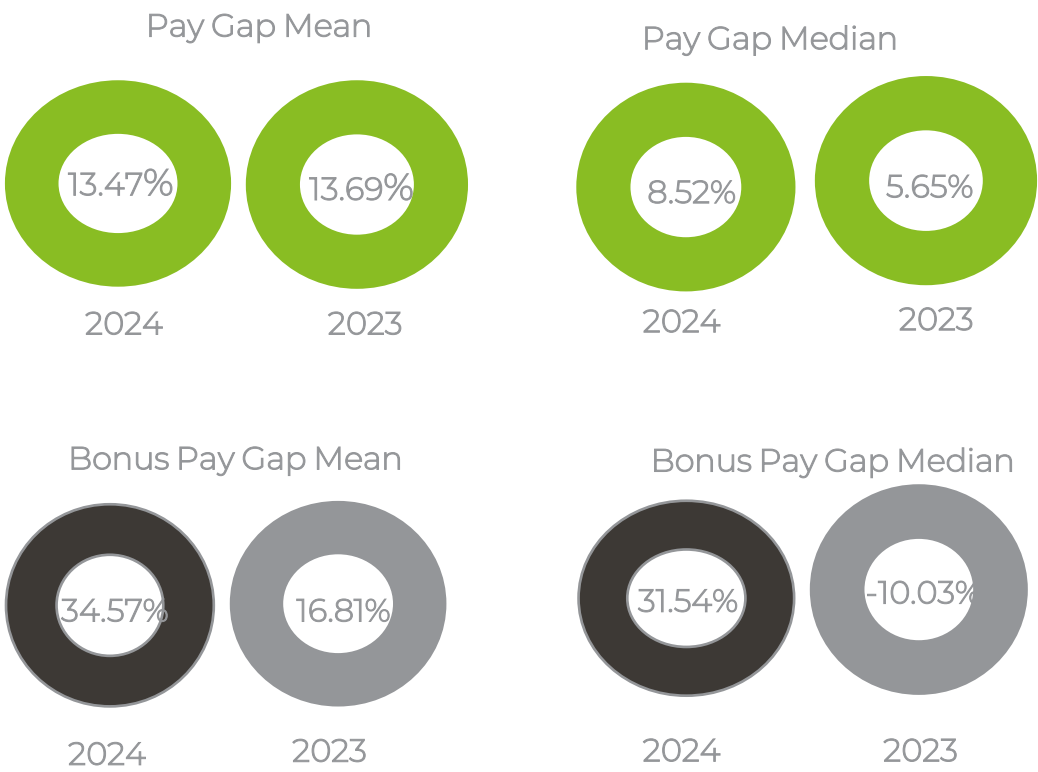
### Pay Quartiles

All our female and male colleagues are listed highest to lowest by hourly rate of pay. This data is divided into four equal quarters to give us the pay quartiles of; Upper, Upper middle, Lower Middle and Lower hourly pay.

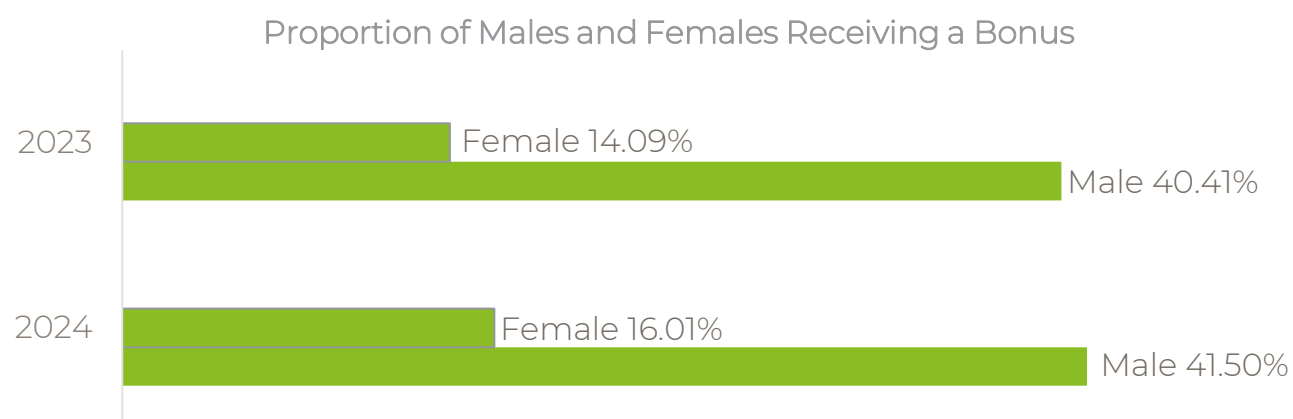
### Bonus Pay

Bonus pay includes any bonus pay received in the 12-month period ending on the snapshot date.

# Our Gender Pay Gap



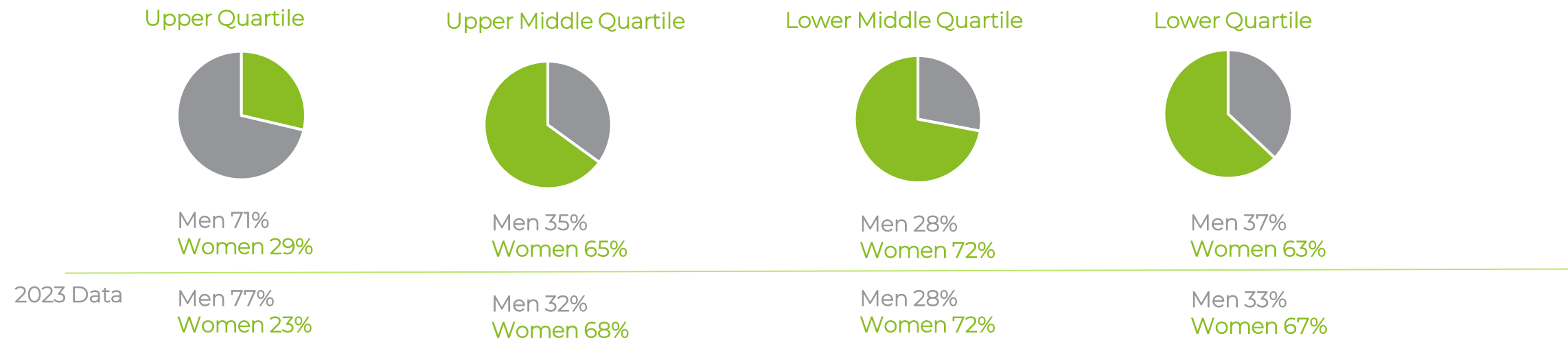
Our mean gender pay gap has gradually reduced since we began reporting on it in 2017. Over time, we have seen a reduction in this from 21% to 13.47%. This is also a slight decrease from last year and just below the UK national average. Whilst we are seeing this reduce year on year, we know we still have work to do, to continue to close our gap. Even though our median has increased this year from 5.65% to 8.52%, we have still observed a reduction from where we started in 2017 at 9.2%.



We have a significant difference in the proportion of males and females receiving a bonus. We have identified several specific roles eligible for productivity related bonuses which have a different gender representation compared to other areas in the business.

We have seen an increase to 16.01% of females receiving a bonus compared to 14.09% last year. This number indicates progress on closing the gap, as it was originally 8.3% in 2017 when we started reporting. We know we need to do more to address this gap and increase our gender diversity at senior level.

# Our Gender Pay Gap



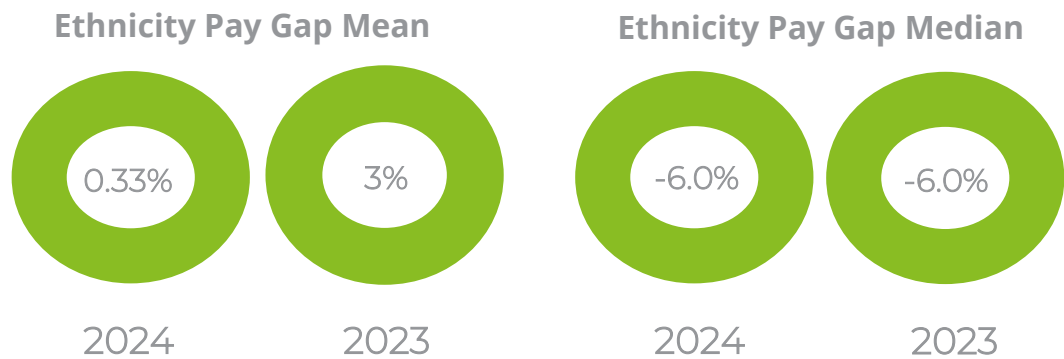
Our quartile data shows that we have more men than women in senior roles within the business. This is reflected in our upper quartile data, as shown above. We have seen an improvement this year in the gender distribution here, as we now have 29% females compared to 23% last year and we have 71% males compared to 77% last year. We will be continuing to work to close our quartile distribution and look at how we encourage more women into senior roles.

As part of our journey to achieving gender equality and women’s empowerment we continue to nurture our Women In Blakemore Network. The Women in Blakemore Group holds regular meetings and events to accelerate action, recognise what is going well, and identify areas of improvement. For our Women in Blakemore recognition awards, colleagues can nominate each other across five categories, to shine a spotlight and celebrate individuals who are making a difference as part of our One Inclusive Team value.

We support all our colleagues through our policies. From family friendly policies to policies that support women in the workplace, like Breastfeeding at work, fertility support menopause support, we’re here to support every colleague.

We also provide wellbeing support to all colleagues through our Employee Assistance Programme. Wellbeing is a real area of focus for us so we have various initiative programmes available to colleagues, including access to a virtual GP, a menopause app, stresscoach app and other health and financial support.

# Our Ethnicity Pay Gap



Our mean Ethnicity pay gap is 0.33% which has been calculated using the data that colleagues have shared with us. This is a reduction on the 3% gap from last year.

We recognise we need to focus on attracting and supporting colleagues with their career development to ensure greater diversity representation across our workforce and within our leadership roles.

For our ethnicity pay gap we have used ethnicity data where our colleagues have disclosed this information. Unfortunately, we still have a non-disclosure population, and so we will continue to encourage colleagues to disclose their diversity data to enable us to gain an even better insight into our workforce.

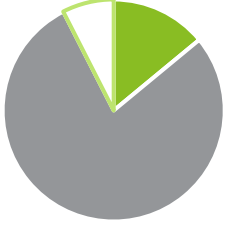
At A.F. Blakemore & Son, we actively encourage colleagues to use our learning and development opportunities in order to develop their skills and increase their knowledge. We offer opportunities like our ASPIRE programme which is for colleagues in non-management roles who want to develop and progress their career within the business.





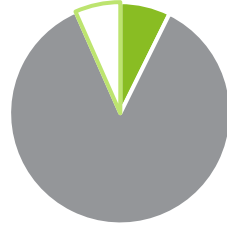
# Our Ethnicity Pay Gap

Upper Quartile



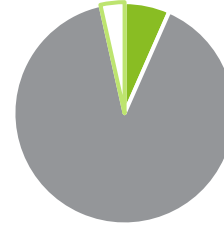
White 78%  
Ethnically Diverse 14%  
Not Declared 8%

Upper Middle Quartile



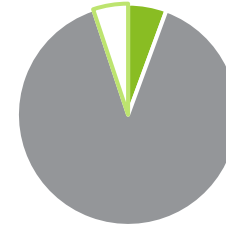
White 86%  
Ethnically Diverse 7%  
Not Declared 7%

Lower Middle Quartile



White 90%  
Ethnically Diverse 7%  
Not Declared 3%

Lower Quartile



White 89%  
Ethnically Diverse 6%  
Not Declared 5%

Our quartile data shows that we have a significant difference in the diversity makeup of our workforce across each of the quartiles. We have work to do here from attraction through to retention. To help us do this and to better understand our ethnicity data and as part of our equality, inclusion and diversity strategy we have five focus areas and hold inclusion working groups for each of these.

- EnAble (disability)
- Family friendly (caring responsibilities)
- Women in Blakemore
- EmBrace (race and ethnicity)
- LGBTQ+

Colleagues from all areas of our business are members of our focus groups and they look at what life is like at A.F. Blakemore & Son for our colleagues across six different pillars. From policies & support, to recruitment and encouraging allyship, our diversity groups are helping us make A.F. Blakemore & Son a more inclusive workplace.

Listening to our colleagues and gaining valuable feedback from our focus groups allows us to recognise and embrace the difference in our workforce now and for the future.

The feedback and insights from our annual colleague engagement surveys also help us to understand how and where we can improve in matters of equality, diversity and inclusion.

# We are ONE Inclusive Team

Our value of ONE Inclusive Team is important to us, and we want all our colleagues to feel valued and supported across all areas of our business. 2024 saw some great achievements in driving our inclusive culture and we will continue to build on this over the next 12 months.

As part of our membership with Diversity in Retail, we have supported colleagues through their Ethnic Future Leaders programme.

As part of our Race at Work Strategy, we have rolled out our Let's Talk about Race training. Delivered in person to over 600 colleagues across our business.

We were awarded Leading Edge status, in the second Maturity Curve Assessment by Diversity in Retail and Hospitality.

We launched apprenticeship schemes for female colleagues to help them move into management and senior management roles.



Our enAble focus group has completed the Disability Forum's Disability smart assessment. The group has used this to direct and set their strategy.



