



a.f. blakemore  
.....& son ltd

# Gender Pay Gap Report 2018

# What is the Gender Pay Gap?

## Background: the legal framework

The regulations form part of the Equality Act 2010 and apply to employers in the public and private sectors with 250 or more employees.

The information required of employers must be published within 12 months beginning with the relevant date (April 5 2017) and annually thereafter.

Specific gender pay information to be published entails:

- Mean and median gender pay gap
- Mean and median gender bonus gap
- Proportion of males and females receiving a bonus
- Proportion of males and females by quartile pay band

## Definitions

It is important not to confuse the gender pay gap with equal pay.

- **Gender pay gap** is a measure of difference between the average hourly earnings of men and women.
- **Equal pay** is the right for men and women to be paid the same when doing the same, or equivalent work. This legal requirement is a matter of principle that A.F. Blakemore is committed to.



# What is A.F. Blakemore's Gender Pay Gap?

A.F. Blakemore & Son Ltd's employee data as of the 12 months prior to April 5 2018 vs the 12 months prior to April 5 2017:



Total employee headcount:  
**7,652**  
vs 7,635 2016-17



Female colleagues:  
**4,315**  
vs 4,332 2016-17



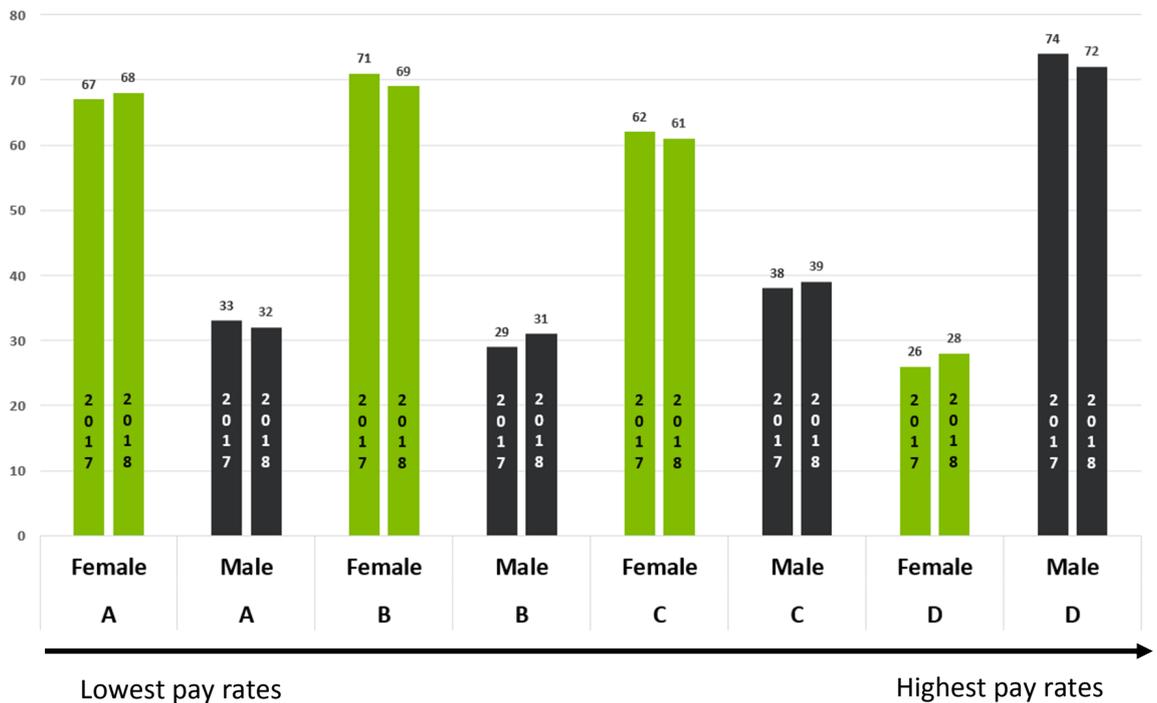
Male colleagues:  
**3,337**  
vs 3,305 2016-17

Area	2017	2018
The difference in mean pay during the pay period between male and female employees	21.16%	18.28%
The difference in median pay during the pay period between male and female employees	9.16%	9.72%
The difference in mean bonus payments between male and female employees	42.78%	44.30%
The median in bonus payments between male and female employees	38.81%	36.76%
The proportion of male and female employees who receive a bonus	75.89%	76.37%



# What is A.F. Blakemore's Gender Pay Gap?

The percentage of males and females in each quartile pay bands A, B, C and D (A being lowest pay rates and D being the highest pay rates):



Quartile	Gender	Percentage of Quartile 2017	Percentage of Quartile 2018
A	Female	67	68
A	Male	33	32
B	Female	71	69
B	Male	29	31
C	Female	62	61
C	Male	38	39
D	Female	26	28
D	Male	74	72

# What are the Reasons behind A.F. Blakemore's Gender Pay Gap?

One of the notable differences between our gender pay gap this year and last year is that our difference in mean pay between men and women has reduced by 2.88% to 18.28%.

A report by the Office for National Statistics (ONS) Annual Survey of Hours and Earnings states that the gender pay gap within the wholesale and retail sector stands at 17.8%.

At A.F. Blakemore there continues to be a higher proportion of men than women in senior roles, with 68% of our most junior positions undertaken by females and males taking 72% of our most senior roles.

However, over the last reporting year, the number of females in the highest quartile of earners has increased by 2%, which indicates that we are working in the right direction.

A.F. Blakemore has always been committed to employing the best person for the role regardless of their gender, or any other characteristics.

According to a report by Women in Wholesale, females account for 47% of the jobs in the wholesale sector, yet only 11% occupy senior management positions. This is compared to the government's target of 33% for FTSE 350 companies by 2020.

We will continue to make improvements within the company's practices, policies and procedures to ensure that women can progress as easily as men.



# What is A.F. Blakemore's Commitment to Closing the Gap?

An Equality, Inclusion & Diversity Steering Group, chaired by Commercial Director Caoire Blakemore, has been established since 2015 and meets once a month to discuss progress against the three strategic pillars of:

- Education & Inclusion
- Policy Development
- Recruitment & Progression

## Education & Inclusion



- Establish a cross-divisional team to engage colleagues around the topic of E.I.D.
- Undertake an external benchmark of A.F. Blakemore's E.I.D. performance
- Ongoing E.I.D. Awareness training to be cascaded across all levels of the business

## Policy Development



- Review and benchmark all E.I.D. related policies and procedures
- Continue to promote all family-friendly policies

## Recruitment & Progression



- Review recruitment policy and practices to ensure we are attractive to a diverse range of candidates
- Work with Logistics division to encourage more females to enter the business

# Key Achievements to Date



## Women in Logistics

Work has taken place over the past 12 months to strengthen the recruitment and retention of women across our Logistics division, which has included the introduction of new shift patterns, work trials and focus groups.

The business has reviewed working patterns and introduced family-friendly shifts to support a more flexible approach to business. Logistics managers have been fully briefed and supported on how to embed the new shifts across their depots, which have been advertised alongside traditional recruitment methods.

The company also offers flexible-working two-week work trials aimed at people with families and over the age of 30. All applicants are offered an interview for employment at the end of the two weeks. So far this programme has seen four women recruited across two programmes of 16 candidates.

All this work has been supplemented by the introduction of facilitated focus groups that seek to gain insight into females' experiences of working for the company in the areas of recruitment, induction, culture, facilities, working patterns and opportunities to train and progress. These groups form a key strand of A.F. Blakemore's Equality, Inclusion and Diversity strategy to recruit more females into typically male-dominated roles.

Delegates attending the sessions commented:

**"The session makes me want to work hard and show people that women can work in Logistics."**

**"I feel committed and a sense of belonging because more is being done to improve roles for females."**

**"Discussions were open and honest; I feel recommendations were taken on board to improve the company."**



# Key Achievements to Date



## **Delivery of Equality, Inclusion and Diversity Awareness Training**

During 2018 Equality, Inclusion and Diversity awareness training was delivered to 468 managers across the A.F. Blakemore group.

The sessions, which have been delivered to the company's entire management team, highlight the benefits of a diverse workforce as well as the importance of respect for others, dignity at work, awareness of unconscious bias and E.I.D. related policies.

Feedback from the sessions has been presented to the E.I.D. Steering Group and will now form part of the group action plan for the coming 12 months.

Key areas of focus include the implementation of flexible working, policy benchmarking, review of recruitment process and the establishment of an E.I.D. Engagement Group.

# Key Achievements to Date

**Butchery's not just for boys...**



**Create Your Career With Us**

To find out more about starting your career with A.F. Blakemore go to: [www.afblakemore.com/careers/apprenticeships](http://www.afblakemore.com/careers/apprenticeships)



**"Working in the ambient warehouse has really brought me out of my shell..."**

I'm now more confident and I won't shy away when given new responsibilities.

I've had a lot of support from all members of the team and been given opportunities to work in different sections of the warehouse."

**Jen Davies**  
Warehouse & Distribution apprentice  
2017-2018

To find out more about apprenticeships at A.F. Blakemore & Son call: 0121 568 2910 or visit: [www.afblakemore.com/careers/apprenticeships](http://www.afblakemore.com/careers/apprenticeships)



## Targeted Recruitment Campaigns

As part of the company's Equality, Inclusion & Diversity programme, A.F. Blakemore has developed bespoke recruitment campaigns to break down perceived barriers and stereotypes for key roles across the business.

To help overcome any misconceptions, the company has ensured that females are represented on recruitment posters for roles that have traditionally been filled by males, including butchery and warehouse & distribution.

The business also ensures that career fairs are attended by male and female colleague representatives to illustrate that opportunities are open to all.

To support this objective, conversations have taken place with recruitment agencies and the company's lead apprenticeship provider to ensure that the business is sourcing applicants from as diverse a talent pool as possible.

# Key Achievements to Date



**SUPPORTING PREGNANT WOMEN  
AND NEW PARENTS AT WORK**

## **Working Forward Pledge**

A.F. Blakemore has signed up to the Working Forward Pledge, which provides employers with advice and guidance to support pregnant women and new parents at work.

As pledge members we have access to information and best practice examples around the areas of leadership, employee confidence, supporting line managers and flexible working.

# Key Achievements to Date



## Future Leaders Programme

The second A.F. Blakemore Future Leaders Apprenticeship programme was launched in 2019 as a means to identify and develop upcoming talent from across all areas of the business.

Rather than following the traditional route for selecting future leaders, this new programme identifies candidates via an anonymised recruitment process that culminates in a values and behavioural based assessment centre.

This open and transparent approach has resulted in an even ratio of male to female delegates, with six males and six females joining cohort one and seven males and seven females selected for cohort two.

The ILM Level 3 Diploma in Management Apprenticeship, which runs over 18 months, helps colleagues develop a range of essential management skills and build up their leadership capability. Over the past two years, 60 colleagues from across the business have applied for the leadership programme, which will support their development and opportunities for progression in the future.

A.F. Blakemore's Director of Corporate Affairs, Paul Cowley, said:

**"It is vital for our business to discover and develop future talent and ensure that we do this in a fair and consistent way.**

**"As a national business that employs circa 8,000 people across its sites this can be a challenge; however, the Future Leaders programme has identified both established managers and potential leaders of the future who are keen to grow their careers with us.**

**"It is great to see that this process has produced evenly split cohorts two years in succession and should help put us in a strong position as we look to develop a more diverse leadership team in the future."**

# Future Plans



## Our Values

The company's values statement, *The Blakemore Way*, underpins A.F. Blakemore's approach to business and puts into words what the company stands for and why it exists.

To demonstrate the company's commitment to E.I.D. the A.F. Blakemore Group Board has requested that an additional sixth value dedicated to diversity is created and incorporated into the Blakemore way of working.

## Establishment of an E.I.D. Engagement Group



To further embed the concepts of Equality, Inclusion and Diversity across the business, an Engagement Group made up of colleagues from across the business will be launched in 2019.

The group will be responsible for championing E.I.D. by raising awareness, sharing best practice, implementing and promoting new policies, practices and colleague events in addition to communicating ideas to the E.I.D. Steering Group.

## Flexible Working

One of the key objectives within the E.I.D. strategy is to review and benchmark all of our people policies. During 2019 we will be focussing on flexible working and how this can be integrated into the Blakemore way of working.

During our recent E.I.D. awareness sessions colleagues told us that they wanted to see benefits such as flexible working become the norm at A.F. Blakemore, so we are looking at ways that flexible working patterns and home working can be practically embedded into the culture.

According to research carried out by HIM, 77% of women working in the wholesale sector cited flexibility as being very important when looking for an employer.

In addition, a report by Working Forward found that 8.7 million full-time workers indicated a preference for flexible working, especially Millennials, who identified this as a top priority when choosing an employer.

*I confirm that the data published in this report is accurate.*

*Caoire Blakemore, Commercial Director — A.F. Blakemore & Son Ltd*