

# Gender Pay Gap Report

At 5<sup>th</sup> April 2017

## Introduction

Employers with 250 or more employees are now legally required to publish, on an annual basis, certain information relating to their gender pay gap. This statement sets out the relevant information for Nisa Retail Ltd, as at the snapshot date of 5<sup>th</sup> April 2017.

## The gender pay gap

This is the difference between the average pay of men and women, expressed as a percentage. The gender pay gap is different from equal pay. Equal pay is concerned with pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. It is unlawful to pay people unequally because they are a man or a woman. Nationally, the gender pay gap has persisted for many years - while the gap has been closing, overall progress has been slow and the Government has introduced these new reporting requirements to try to improve the rate of progress in closing this pay gap.

## Background

Established in 1977, Nisa is an award-winning group that helps independent retailers flourish in the retail market by distributing quality and competitive food and products at scale. With a turnover of more than £1.2 billion and employing approximately 300 direct employees primarily based at our Member Support Centre in North Lincolnshire, Nisa's retail strategy is to deliver benefits for more than 1,300 independent retailers (operating more than 6,300 stores nationwide) and help them grow their business in an increasingly competitive convenience retail sector with a full support structure.

In November 2017, Nisa members voted to sell their shares to the Co-Op. This deal is subject to CMA (Competition & Markets Authority) approval, but brings the potential of an exciting year ahead.

## Equality & Diversity

Nisa Retail Ltd aims to be a fair and progressive employer, and is committed to tackling inequality and promoting diversity.



## Pay & Reward

Our pay arrangements aim to fairly reward staff contribution and performance, taking into account economic and financial considerations, organisational and individual performance and the pay rates of similar roles in the wider economy and local demographic.

## Our gender pay gap numbers


### Quartile Pay Bands:

We have identified our overall pay range, divided this into equally sized quartiles and populated these with the number of men and women employees in each quartile.

			
Top Quartile	77%	23%	<ul style="list-style-type: none"> <li>The male/female ratio across the business is generally well balanced.</li> <li>We have more men in our most senior roles which impacts on our gender pay gap.</li> <li>More female colleagues are in the lower quartiles where the majority of assistant/support roles exist.</li> <li>30% of female colleagues choose to work part-time.</li> </ul>
Upper Middle Quartile	68%	32%	
Lower Middle Quartile	45.3%	54.7%	
Lower Quartile	16.2%	83.8%	
<b>TOTAL:</b>	<b>51.7%</b>	<b>48.3%</b>	


### Gender Pay Gap:

This figure shows the difference between the median (mid-point) hourly rate of pay of male and female employees in the relevant pay period, and the difference between the mean (average) hourly rate of pay of male and female employees in the relevant pay period, both as a percentage.

	MEDIAN	MEAN	
 <b>Female hourly rate is...</b>	<b>36.9% lower than male</b>	<b>47.5% lower than male</b>	<ul style="list-style-type: none"> <li>We have more male employees in senior level roles that pay higher.</li> <li>Females are more likely to request flexible working options and these tend to be in lower paid roles.</li> <li>Pay surrendered under salary sacrifice arrangements are not included in the calculations, and we have a greater uptake of females opting in to salary sacrifice schemes than their male counterparts.</li> </ul>



### Gender Bonus Gap:

This figure shows the difference between the median (mid-point) bonus pay of male and female employees in the relevant bonus period, and the difference between the mean (average) bonus pay of male and female employees in the relevant bonus period, both as a percentage.

	MEDIAN	MEAN	
 <b>Female bonus pay is...</b>	<b>65.2% lower than male</b>	<b>79.7% lower than male</b>	<ul style="list-style-type: none"> <li>• An employee in a senior role is eligible to achieve a higher bonus level than an employee in a junior role.</li> <li>• Executive managers are eligible to earn 100% of salary in bonus.</li> <li>• We have more males in senior and executive manager positions.</li> </ul>

### Bonus Pay:

These figures show the proportions of male and female employees who received bonus pay during the relevant period.

			
<b>Who received bonus pay?</b>	<b>71.1% of males</b>	<b>67.2% of females</b>	<ul style="list-style-type: none"> <li>• Eligibility to receive bonus pay is subject to length of service and being in employment at the date of payment.</li> </ul>

### Conclusion

Our approach to employee reward is gender neutral by design. We are therefore confident that any gaps between male and female pay and bonus are driven primarily by the structure of our workforce.

We have more men in senior roles and these command higher levels of both pay and bonus potential. We do promote equality in all areas of recruitment and retention, and provide extensive family friendly policies to strengthen our employee's work-life balance.

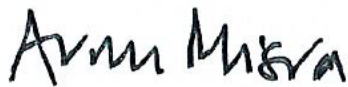
We are nevertheless committed to reducing our pay gaps and will:

- Continue to monitor our pay and bonus procedures and practice to ensure that they are applied fairly and equitably.
- Monitor the outcomes of decisions in relation to pay and bonus to ensure no gender bias is occurring.
- Positively seek to try to attract more female candidates for roles in which they currently are under-represented.
- Continue to provide a workplace environment that enables women to advance and encourages progression and career development opportunities.

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**DECLARATION:**

I confirm that the information set out in Nisa's pay gap data is accurate and is collated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



**ARNU MISRA**  
Chief Executive Officer

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*Contact: hr@nisaretail for any follow-up questions or information.*