



Gender  
Pay Report  
2019

**ASDA**

# Introduction



**HAYLEY  
TATUM**

Chief  
People  
Officer



**ROGER  
BURNLEY**

Chief  
Executive  
Officer



At Asda, we believe that building an inclusive workplace where all colleagues can flourish in their careers is the only way to set ourselves up for success and serve our customers in the best way possible.

In the past year the percentage of women in senior leadership and across our upper pay quartiles has increased, but we recognise there is still more to do.

We want colleagues everywhere in our business to be able to fully develop in their careers and have the flexibility to achieve what's important to them, both in and outside of work. We recognise and embrace the positive impact this can have on gender balance, particularly at senior levels of our business.

## FAST FACTS ASDA

**>139,000**

**TOTAL COLLEAGUES  
ACROSS THE UK**

**56%**  
**FEMALE  
COLLEAGUES**

**36%**  
**OF OUR SENIOR  
LEADERSHIP  
ARE WOMEN**



# Measuring the pay gap

Under the UK Government's Gender Pay Gap Regulations, employers in Great Britain with more than 250 employees need to report their gender pay gap.

## What is the gender pay gap?

The gender pay gap shows the difference in the average hourly earnings of men and women across an organisation regardless of their roles or industry sectors. The statistics can be affected by a range of factors, including the different number of men and women across all roles right across the workforce. The gender pay gap is different from equal pay. 'Equal pay' is about men and women receiving equal pay for the same jobs, similar jobs or work of equal value.



## Under the regulations there are two ways to measure the pay gap



### 1. Median pay gap

The median represents the middle point of a population. If you lined up all of the women at a company and all of the men, the median pay gap is the difference between the hourly rate of pay for the middle woman compared to the hourly rate of pay for the middle man.

### 2. Mean pay gap

The mean gender pay gap is the difference between the average hourly rate of pay for women, compared to the average hourly rate of pay for men, within a company.



# Understanding Asda's pay gap

In this report we are providing our data across two distinct industry sectors – retail and logistics services. Details for April 2019 are set out below:



## Asda Median Hourly Pay Gap



The UK national median gender pay gap is 17.9%\*

## Asda Mean Hourly Pay Gap



The UK national mean gender pay gap is 17.1%\*

**84%**  
OF WORKFORCE  
ARE HOURLY-PAID  
STORE COLLEAGUES

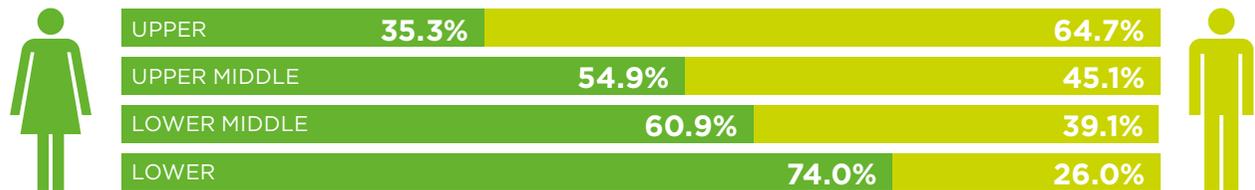


At Asda 84% of our total workforce are hourly paid store colleagues. Within this population we operate set hourly rates and therefore if we were to calculate the gender pay gap on those rates alone our median pay gap would be 0%.



## Gender population by pay quartile

As required by the regulations we have split our relevant paid colleagues into four equal quartiles based on their average total hourly rate of pay to show the gender distribution for each quartile.



\*Source: Office for National Statistics, October 2018

# Understanding Asda's pay gap

## Gender Bonus Gap

We're proud that our bonus scheme is open to all job levels across the business and colleagues at the same level have the same bonus opportunity. Asda's bonus gap is influenced by, currently, having more men than women in senior roles.



### Asda Median Bonus Gap



### Asda Mean Bonus Gap



### Proportion of our men and women paid a bonus



The statutory calculation does not allow for full time equivalent normalisation. If we were to apply this normalisation, Asda's median bonus gap would be

**-3.92%**

# Our plans to close the gap

Asda is committed to being a diverse and inclusive employer, but we appreciate that more can be done to address our gender pay gap. Some of the steps we are taking are detailed opposite. These are broadly reflective of the work we committed to as part of our 2018 report and have been implementing throughout 2019.

## Now

### Recruitment

When recruiting for roles at all levels, our recruitment processes are objective, consistent and transparent and are designed to remove the possibility of unconscious bias. Our recruitment policies and practices for all senior hires ensure our hiring managers think about gender diversity. For example, we ensure a balance of candidates are always put forward with balanced interview panels. Our internal succession planning seeks to identify female talent to accelerate through targeted development programmes.

### Flexible Job Design

Offering our colleagues the flexibility to establish a working pattern that is right for them is something we are very proud of. Our flexible working policies apply to all colleagues, at all levels.

### Inclusive Culture

We continue to offer unconscious bias training to all our managers; this training reinforces the personal accountability of our leaders to positively impact the experience and working environment. In 2019 all our salaried managers took part in Diversity and Inclusion refresher training that explored the impact their actions can have on creating the right environment in Asda to support our colleagues.

### Leadership Development

We continue to support accelerated development among our high potential female colleagues through

participation in The Pipeline's flagship Top Flight and Leadership Summit programmes. Our top female talent is further supported through gender balanced mentoring programmes. Our apprenticeship programmes are open for all colleagues to apply and the current female participation rate is 53%. We are also committed to ensuring a diverse colleague mix on all our development programmes.

### Talent Analytics

We continue to regularly map our gender representation at all levels and formats across our business. In 2018 we examined female representation at a store level for every position to help identify where talent moves will offer our female colleagues exposure to more diverse thinking or female role models.

### Colleague Advocates

In 2018 we relaunched our Gender Colleague Resource Group who are focused on driving the gender diversity agenda within all formats of our business. The group have a designated exec sponsor and meet regularly as a cohort to look at where we can achieve progress or focus more.

### Beyond Gender

We are committed to ensuring we are a diverse and inclusive employer, and that our colleague population is reflective of the UK gender population. Beyond this, we use various events throughout the year to engage our colleagues on all of our inclusion activity and celebrate and champion diversity of thought across our business.

## The Future

At Asda we want to make sure that all our colleagues can fully develop their careers. We support colleague career progression and recognise that we have more to do to achieve a gender balance at the more senior levels of our organisation, which we are fully committed to doing.



I confirm that the information reported is accurate and meets the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

**HAYLEY TATUM**  
Chief People Officer

**ASDA**