




Tesco Ireland Gender Pay Gap Report 2021/22.

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TESCO





**We're committed
to creating a truly
inclusive workplace
where everyone's
welcome.**

Natasha Adams
Chief Executive
Tesco Ireland.

We want to make Tesco Ireland a great place to work for everyone, and a place where our 13,000 colleagues have the opportunity to get on, both now and in the future.

Diversity and inclusion are at the heart of our Values as a business, and our Values guide us in the right way to achieving our organisational purpose of – serving our customers, communities, and planet a little better every day.

We want to ensure all colleagues in our business feel supported in their development at all stages of their journey with us.

Our mean gender pay gap is 9.82% and the median gender pay gap is 5.39%. Whilst we know we have more to do, this compares to the mean national average of 11.3% according to the latest Eurostat figures and European average of 13% (according to Eurostat forecasts)*

It is important to note that the basic hourly rate of pay for our hourly paid colleagues is the same for the same role, regardless of gender.

When we look at this gap, we know there are two key factors which drive it:

1. Career and lifestyle choices, with more men choosing to work shifts at times that pay premiums

We want to support our colleagues to work flexibly in a way that suits their personal lives. Whilst premium work shifts are available to both male and female colleagues, we note that more men chose to take these shifts compared to women.

2 A lower proportion of women in more senior roles

We have a gender balanced Executive leadership team in Ireland. However, there are less women than men in senior management roles, particularly in our stores. We are committed to achieving parity in representation at this level.

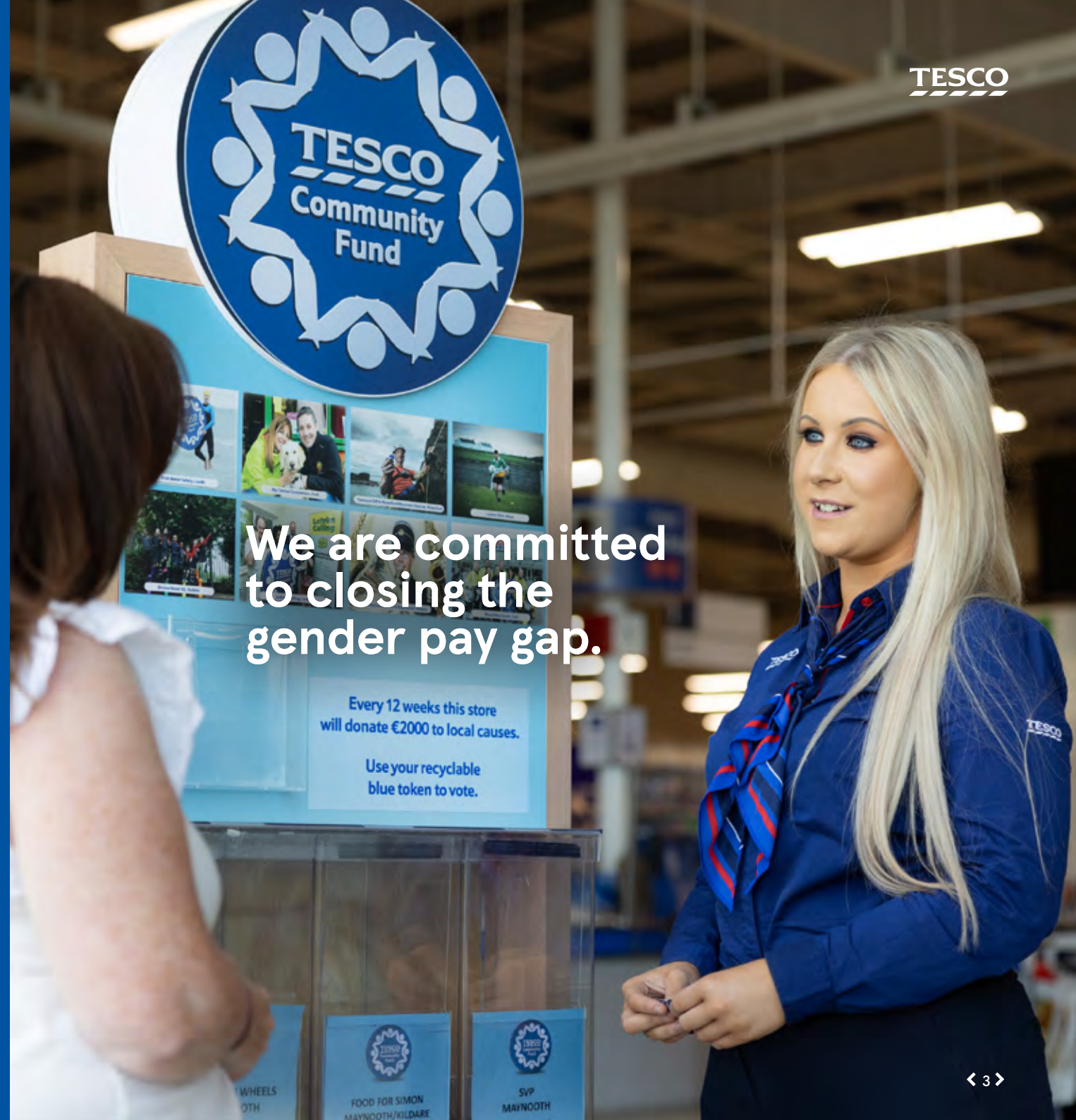
We are committed to closing the gender pay gap. To do this, we'll focus our actions around:

- Supporting and attracting talented women
- Equipping and empowering our leaders
- Sustaining an inclusive culture

We will continue to work together to learn more, challenge what we do and drive positive change, and make Tesco a truly inclusive workplace where everyone's welcome and has the opportunity to get on.

Natasha Adams

Chief Executive
Tesco Ireland



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Our data

In this report, we are sharing our gender pay gap data for the 12 months to 17 June 2022.

Gender pay gap

The figures opposite show our gender pay gap as a percentage in mean and median pay for 2022.

Our analysis shows that the pay gap is largely driven by more men in senior roles and also career and lifestyle choices, where more men are working shifts at times that offer premiums.

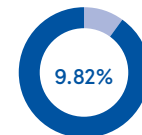
Understanding gender pay

The gender pay gap measures the difference between men and women's average pay within an organisation regardless of their role or work level.

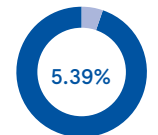
This is different to equal pay which compares the pay of men and women who perform the same role or roles of equal value.

Mean (average) & Median (middle) figures

Pay Gap Mean
All Colleagues

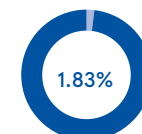


Pay Gap Median
All Colleagues

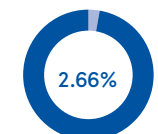


Part time working arrangement colleagues

Pay Gap Mean
Part Time



Pay Gap Median
Part Time



Pay Gap Mean
Temporary Contracts



Pay Gap Median
Temporary Contracts

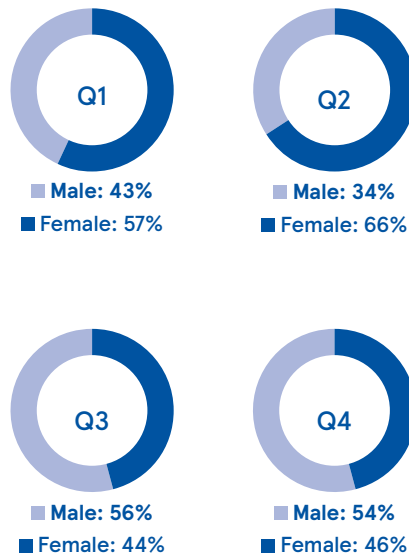


Pay quartiles figures

The figures opposite show the gender balance within each of our pay quartiles for 2022.

Within each of the quartiles, there is an equal number of colleagues ranging from quartile 1 which includes the lowest paid colleagues to quartile 4 which includes the highest paid colleagues.

Through our analysis of the pay quartiles, we know that there are more women in quartiles 1 and 2 where there is a majority of hourly paid roles, and a higher proportion of men in quartile 4 where there are more senior, higher paid roles.



Gender bonus gap

The figures opposite show the percentage of men and women who received a bonus payment as well as the percentage difference in bonus amount for the year ending 17 June 2022.

Our findings show that a similar proportion of men and women received bonus payments. Based on our analysis, we know that we have a higher proportion of men in senior roles, typically with higher bonus opportunities which is driving our bonus gap.

Benefit in Kind

The figures opposite show the percentage of men and women who received a benefit in kind for the year ending 17 June 2022.

A similar proportion of men and women are in receipt of benefit in kind during the relevant period.

Bonus Payments

Percentage of men and women who received a bonus

Men	83.66%
Women	83.53%

Bonus gap

Mean	50.66%
Median	16.92%

Benefit in Kind

Percentage of men and women who received a benefit in kind

Men	6.39%
Women	5.93%

Our Actions

Tesco has always been a place where people can get on regardless of who they are. 'Getting on' can mean different things to different people, but whatever it is colleagues want to achieve, we try hard to help.

As members of the 30% Club, we're committed to increasing the representation of women in senior roles in our business over the coming years, as we know this is a key driver of our gender pay gap. The 30% Club is a campaign group made up of CEOs and leaders from businesses coming together to create change.

We are taking clear, positive and inclusive actions to make real progress towards reducing our gender pay gap and we've focused our efforts across three core pillars – support and attract talented women, equip and empower our leaders, and sustain an inclusive culture.

As part of our commitment to increasing diverse representation at a leadership level, we have set Group-wide targets for gender and ethnic representation by 2025 which are linked to our Executive leadership remuneration.

We know it will take time but we're confident that these actions will support us in creating a diverse and truly inclusive workplace where everyone is welcome.

Supporting and attracting talented women

- Bespoke development plans: we work closely with senior women across our business to understand their career aspirations and help them build bespoke development plans that will support them to move into senior leadership roles. We aim to achieve 30% female representation in senior leadership by 2025.
- Inclusive recruitment is firmly at the forefront of our hiring process, and is key in ensuring we reflect the diversity of the communities we serve. Continuing our focus on driving an inclusive hiring process, we will grow our leader capability and awareness which will ensure greater balance throughout the interview process.
- Mentoring & Networking – we will establish a female mentoring & networking programme that connects colleagues with mentors who can offer guidance and support them with their personal development.





Equipping and empowering our leaders

- Diversity and inclusion training – We continue to evolve Diversity and inclusion training for our business leaders, directors and managers and include learnings that will be available for colleagues so that everyone is clear on the role they play in creating an inclusive culture for our colleagues and customers.
- Senior Leadership representation: We are committed to increasing female representation across our most senior roles.

Sustaining an inclusive culture

- Tesco Ireland is led by inclusive leaders, who value diverse talent in their teams and help us build a workplace where colleagues feel supported and comfortable to be themselves. Through our leaders, managers and recruitment teams, we work to attract, train and develop diverse talent of all genders and abilities, and from all backgrounds. Our diversity and inclusion communities are sponsored by

members of our leadership team, who in partnership with the communities work together to drive meaningful change.

- Diversity and inclusion strategy: We have established a Gender Balance Colleague Community to support us in achieving gender balance within the workplace, promoting career progression in conjunction with flexible working policies. This Community will champion gender diversity and promote a positive culture where female colleagues feel confident and empowered to share their views.
- We promote and communicate our existing flexible work practices to assist our colleagues with important life events, from taking time to care for a loved one, to pursuing personal or professional development.
- It is important we ensure our colleague experience at Tesco is truly inclusive from beginning to end. In March 2022, we enhanced our protected family leave policies (such as Maternity, Paternity and Adoptive Leave) to ensure we are supporting colleagues whilst on and returning from such leave.

Our gender pay gap figures for Tesco Ireland



To bring more equity for colleagues and choice around flexible hours, earlier this year we introduced a new higher rate of pay for all new colleagues joining our business.

Statutory Requirement	Tesco Ireland - All Colleagues
Gender pay gap: mean	9.82%
Gender pay gap: median	5.39%
Proportion of males/females in quartile 1	Males / Females 43% / 57%
Proportion of males/females in quartile 2	Males / Females 34% / 66%
Proportion of males/females in quartile 3	Males / Females 56% / 44%
Proportion of males/females in quartile 4	Males / Females 54% / 46%
Proportion of men who received a bonus	83.66%
Proportion of women who received a bonus	83.53%
Bonus: mean	50.66%
Bonus: median	16.92%
Proportion of men who received BIK	6.39%
Proportion of women who received BIK	5.93%

	Tesco Ireland - Part Time Colleagues	Tesco Ireland - Temporary Contract Colleagues
Gender pay gap: mean	1.83%	-5.80%
Gender pay gap: median	2.66%	-0.35%



Appendix: Understanding how we calculate our gender pay and bonus gap

Calculating the gender pay gap

The gender pay gap measures the difference in total hourly pay between all women in a business and all men in a business. There are two ways we must report this, as a mean percentage and as a median percentage for all colleagues, part-time colleagues and temporary colleagues.

Mean:

is the difference in the average hourly rate of pay between men and women. The mean is affected by the different numbers of men and women in different roles.

Median:

is the difference between the midpoint of pay between male colleagues compared to female colleagues (listing from lowest to highest pay)

Calculating our pay quartiles

The pay quartiles measure how many men and women are represented in each quarter of the business when all men and women's hourly pay is stacked from lowest in Quartile 1 to highest in Quartile 4.

Calculating the gender bonus gap

The gender bonus gap measures the difference in total bonus payments between all women in a business and all men in a business. There are two ways we must report this, as a mean percentage and a median percentage. We also must report the proportion of men and women who received a bonus payment.

Proportion of colleagues to receive a bonus

The proportion of women who received a bonus is shown as a percentage of all women in the business and the proportion of men who received a bonus is shown as a percentage of all men in the business.

Mean:

The mean is the average figure when you consider the bonus payments for all men and all women. The mean gender bonus gap is the difference between the average bonus payment for all women and the average bonus payment for all men.

Median:

The median is the figure that falls in the middle of a range when all bonus payments are stacked from lowest to highest. The median gender bonus gap is the difference between the middle figure for all women's bonus payments and the middle figure for all men's bonus payments.

It's important to note that colleagues who work part-time receive their bonus on a pro-rata basis, but we are required to report our gender bonus gap calculation without adjusting these to the full time equivalent payment.

Proportion of colleagues to receive a benefit in kind

The proportion of women who received a benefit in kind is shown as a percentage of all women in the business and the proportion of men who received a benefit in kind is shown as a percentage of all men in the business.

More information on these calculations can be found on the [government website](#).

