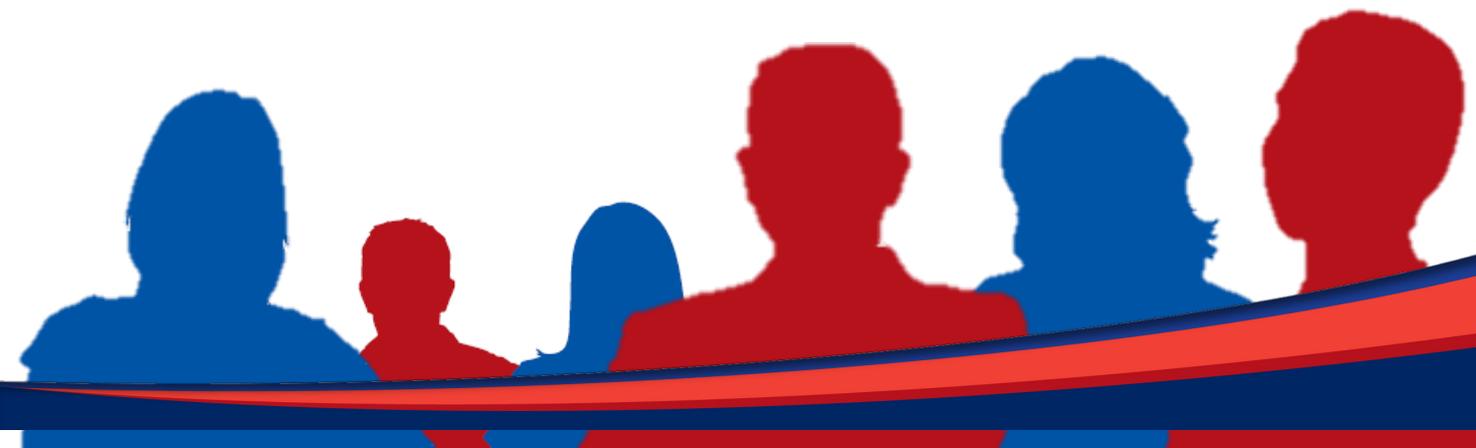




Gender Pay Gap

2019



Bibby Distribution Limited 2019 Gender Pay Report

As part of the Government's ongoing initiative to address equal pay, it requires all businesses with more than 250 employees to publish information relating to its pay for men and women. Guidance has been provided as to what and how businesses are to present this information, and this report satisfies those legal requirements.

A message from Richard Morson, Chief Executive Officer

We wish to be a business whose workforce reflects the diversity of the customers we serve and the communities in which we operate. Our gender pay report gives us an opportunity to reflect on where we are, the progress made and the work that we still need to do.

Our values state *that people are the most important part of our business*. We need the best people – and we need to make sure that we can attract a talented, diverse workforce.

I am pleased that our approach to pay means that our mean gender pay gap of less than 1% (0.94%) compares more than favourably with the wider UK average of 8.9%.

We do apply the same pay rates regardless of gender to the same roles such as drivers and warehouse operatives although we do have regional differences influenced by the local market. This is borne out in this report.

This report does highlight something that we are already looking at, which is how we encourage more women to work for us in our operational roles at our depots. We do have a number of female depot, warehouse, contract and general managers and we would like to see more. We have centralised our recruitment activity and this has helped us to focus on attracting and retaining a more diverse workforce, which we will continue to work on in the future.

Logistics as a sector has a challenge when it comes to diversity. It has a workforce that is aging and largely male. That situation cannot be allowed to continue. It is neither right, nor sustainable.

At Bibby Distribution we are taking positive steps to live our values and 'be better'. We have a diversity champion on our Executive team, we are 'working together' and continuing to develop a more inclusive and welcoming environment. We are now running our own LGV Driver Apprentice programme, which has attracted our most diverse group of recruits.

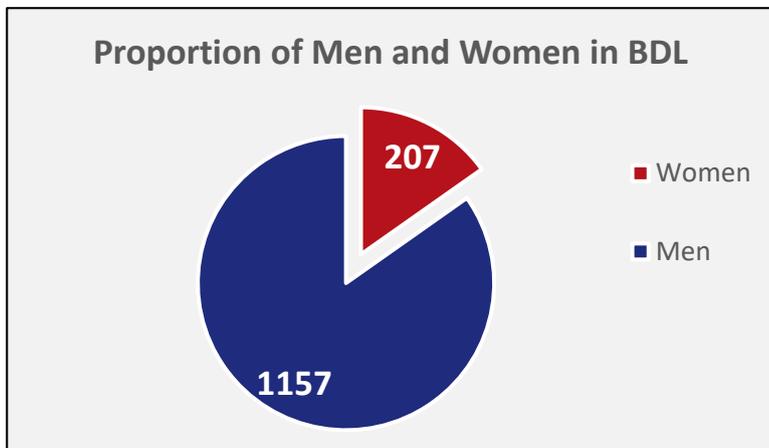
I confirm the data reported is accurate.



Richard Morson
Chief Executive Officer

Gender Pay Reporting – Bibby Distribution Limited

NB The data in this report is taken at 5 April 2019 as specified by the Government.

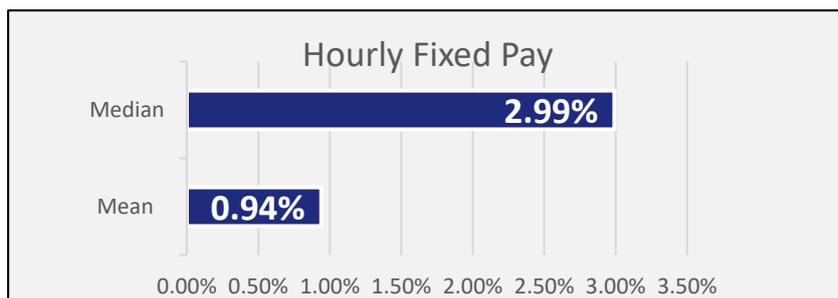


As is typical in the distribution sector, the make-up of our workforce in BDL is predominately men at 84.8%, and only 15.2% are women.

The majority of females work in non-operational roles whereas men work across a broader variety of roles including drivers, warehouse, support functions and management.

Pay Gap

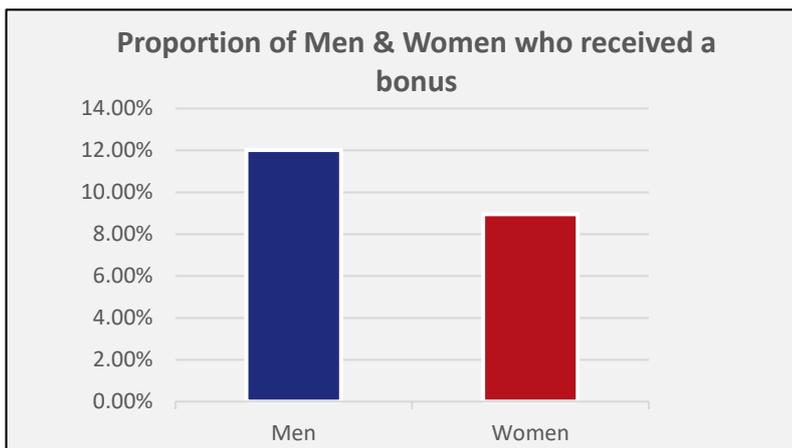
The graphs shows the overall difference between men and women based on an hourly rate of pay. There is a mean difference of 0.94% and a median difference of 2.99%.



Bonus Pay Gap

There are various bonus schemes across the workforce including an annual bonus for our management and support functions and operational/productivity bonuses for our operational teams – which as shown in the graph above is mostly men.

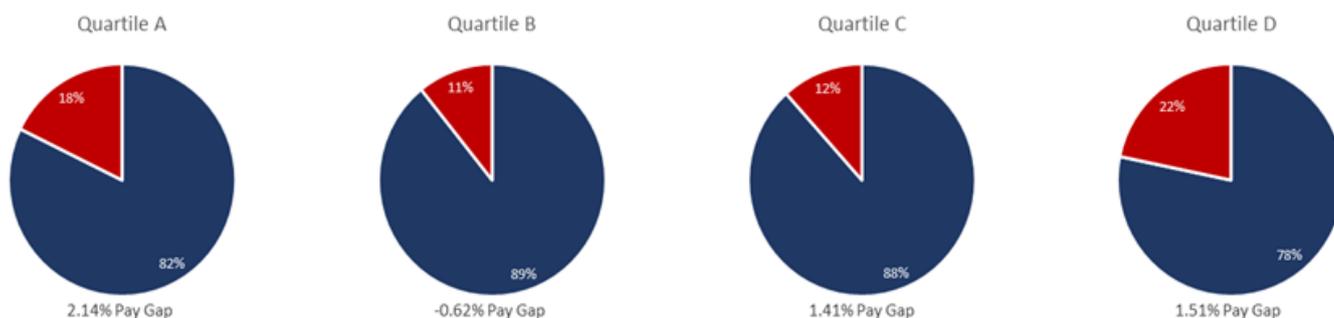
Looking at all of the different bonus payments collectively, shows that our mean bonus pay gap is 48.21%, and our median bonus pay gap is 8.1% - so favourable to men – which changed this year from previous years. This is because there were no company annual bonus payments, and so the majority of bonus payments made were to operational/productivity bonus who are mostly men.



In BDL, many of our roles are not eligible for a bonus. However, the graph shows that more men than women are in roles that do qualify for a bonus. In the main, this is because we employ many more men than women, and more men progress into management roles which qualify for a bonus, specifically in the operation where the number of women is very low.

Pay Quartiles

The charts below show the gender distribution across four equally sized pay quartiles, each containing just over 344 colleagues.



Although we have a higher number of male colleagues throughout the business, the pay gaps within the pay quartiles are minimal.

Having completed this analysis, we are satisfied that men and women are paid equally for doing equivalent jobs across our business, and this is illustrated in this report.