

#WeAreLidl

# Gender Pay Report 2023/24

Today, 3rd April 2024, we are sharing our Gender Pay report – an annual review looking into the wage differentials between male and female colleagues across Lidl GB.

## Message from our Chief HR Officer, Stephanie Rogers

I am pleased to present our latest Gender Pay Report, marking both a year of remarkable progress and an inspiring reminder of the work that lies ahead in the journey towards gender equality within the workplace.

This report coincides with my one-year anniversary as Chief Human Resources Officer, and it's been a privilege to lead our efforts in advancing gender equality and championing a culture of inclusivity throughout Lidl. Not only does this report signify our commitment as a business to transparency, but it also highlights our collective dedication to fostering a working environment where everyone feels valued and respected.

First and foremost, I want to express a huge thanks to each of my colleagues, whose dedication and hard work continues to take our business from strength to strength. It is the relentless passion and commitment of those working here that has propelled us forward, and with this year marking our 30th anniversary in Great Britain, I'm excited to see what the future holds.

To recognise everyone's unwavering efforts, earlier this year we announced an investment of £37 million to enhance pay for our warehouse and store teams, as well as salaried colleagues. This investment, which came into effect this March, underscores our commitment to recognising and rewarding talent across all levels of our business.

Reviewing and updating our colleague pay structure is not just a necessity but a reflection of our core values of fairness and inclusivity. At Lidl, we firmly believe in representing the diverse communities we serve and fostering an inclusive workforce. Our fixed salary structure ensures that colleagues are compensated equally based on their roles, irrespective of gender, and this is reflected in our median gender pay gap, which this year is once again 0%.

Our mean gender pay gap has decreased to 9.3% from 10.9%, a testament to our ongoing efforts to promote gender equality within Lidl. This is well below the 2023 Office for National Statistics average gender pay gap, which was 14.3%. While we celebrate our achievements, we acknowledge that there is still more work to be done and we remain committed to continually improving and narrowing this gap.

Over the past year, we have introduced several initiatives aimed at fostering a more inclusive workplace, including



reduced management hours for increased flexibility, unconscious bias training for hiring managers, and an industry-leading family leave policy that recognises the diverse needs of our colleagues. I was particularly proud of this policy update, which has seen our maternity and adoption leave double from 14 to 28 weeks, while also introducing paid leave for both fertility treatment and pregnancy loss.

In April 2023, to further enhance the work we're already doing in becoming a more inclusive organisation, we launched our partnership with Diversity in Retail. As part of this, we're able to send female colleagues on a bespoke leadership programme aimed at upskilling women and building confidence to take the next step in their career. Looking ahead, we're also focused on new initiatives, including becoming a menopause-friendly employer and creating more opportunities for dialogue and discussion through focus groups to address various challenges faced by our colleagues. We're also committed to getting the basics right to ensure everyone feels comfortable in the workplace, which is why we are making free sanitary products available to all colleagues nationwide.

As we strive towards our ultimate goal of eradicating the gender pay gap, I am confident that together, we can continue to make meaningful strides towards building a workplace where every individual, regardless of gender, has equal opportunity to thrive and succeed, reinforcing our ambition to be a first-choice employer.

I confirm that the information and data provided is accurate and in line with mandatory requirements for businesses in England, Scotland and Wales.

**Stephanie Rogers**  
Chief Human Resources Officer, Lidl GB



## Generating the report

To generate the Gender Pay report, we firstly look at all jobs and all rates of pay across our entire business.

For our sixth report, the reporting period is from 6th April 2022 to 5th April 2023. We are required to take a snapshot of the pay data for all colleagues employed on the 5th April 2023.

Our reporting deadline is within one year of the snapshot date, and we're sharing our report on 3rd April 2024 with the public, via our website and with the Government, via the Gender Pay Gap Service online.



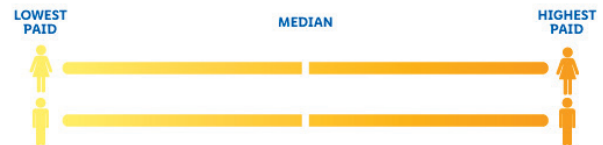
## How it is calculated

Our Gender Pay Gap is calculated using two figures, the median and the mean value. We also look at the difference between both pay and bonus payments.

### Glossary

**Mean gender pay gap:** the percentage difference between the mean (average) pay for male colleagues compared to female colleagues. To calculate it, we convert all salaries to an hourly rate, add these up and divide the total by the number of colleagues in that group.

**Median gender pay gap:** the percentage difference between the midpoint of pay for all male colleagues compared to female colleagues (when converted to hourly rate and listing from lowest to highest pay).



**Mean and median bonus gender pay gap:** calculated the same way as the above but looking at bonus payments rather than salaries.

It is important to note that the gender pay gap is different to equal pay. It is a legal requirement for men and women to be paid equally for performing the same work, or work of equal value.

At Lidl, we pay all our colleagues equally across the business, regardless of gender. Our pay structure is designed to be simple, fair and transparent, with pay being based on the role an individual holds and their length of service within the business. This shows that we value loyalty and reward colleagues for their hard work.

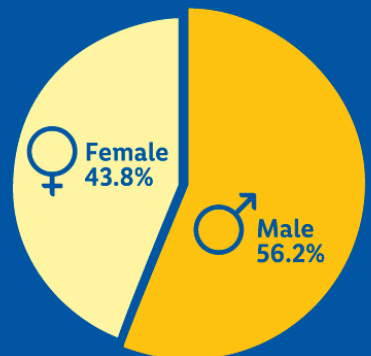
## Explaining the data

On the snapshot date of the 5th April 2023, we employed 30,588 colleagues across England, Scotland and Wales. This was made up of 56.2% male colleagues and 43.8% female colleagues.



**30,588**

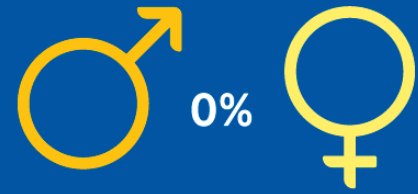
Lidl GB Colleagues



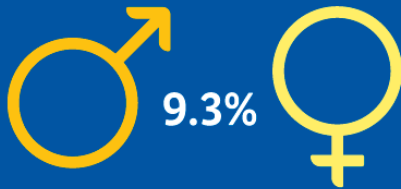
## Pay

As previously noted, Lidl pays the exact same rates to both male and female colleagues in the same roles. We're once again pleased to report that the median gender pay gap was 0% as it has been for the previous two years. This means that there continues to be no difference in the midpoint of pay between male and female colleagues and positions Lidl as a leader in equal pay, not just in the supermarket sector, but the wider retail industry.

## Median Pay



## Mean Pay



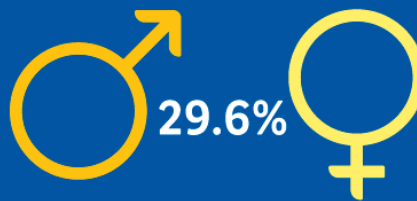
Our mean gender pay gap has decreased by 1.6% year-on-year, with it now being 9.3%. This is still significantly lower than the national average of 14.3% within the UK, as recorded by the Office for National Statistics.

## Bonus focus

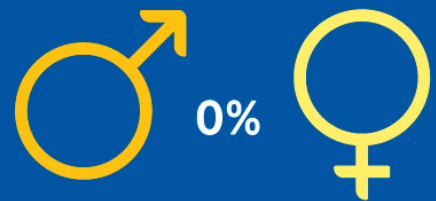
For the purposes of the reporting, bonuses include, but are not limited to, anniversary payments and incentive payments, such as rewarding colleagues for submitting ideas to improve business processes or referring a friend to apply for a vacancy.

In the reporting year our mean bonus pay gap has decreased to 29.6% from 31.7% in the previous year. Our median bonus pay gap has dropped year-on-year, from 24.9% to 0%. The overall proportion of colleagues who received a bonus payment, as described above, was 8.9% of male colleagues and 5.9% of female colleagues.

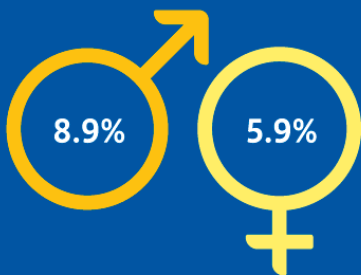
### Mean bonus gap



### Median bonus gap



### Bonus Payment



## Quartiles

The quartiles show the distribution of colleagues' pay, broken down by the hourly rate. If we lined up all Lidl colleagues in order of their hourly pay rates and we split them into four equal-sized groups, we would see what is known as the four pay quartiles.

The hourly salaries represented in each of the quartiles are as follows:

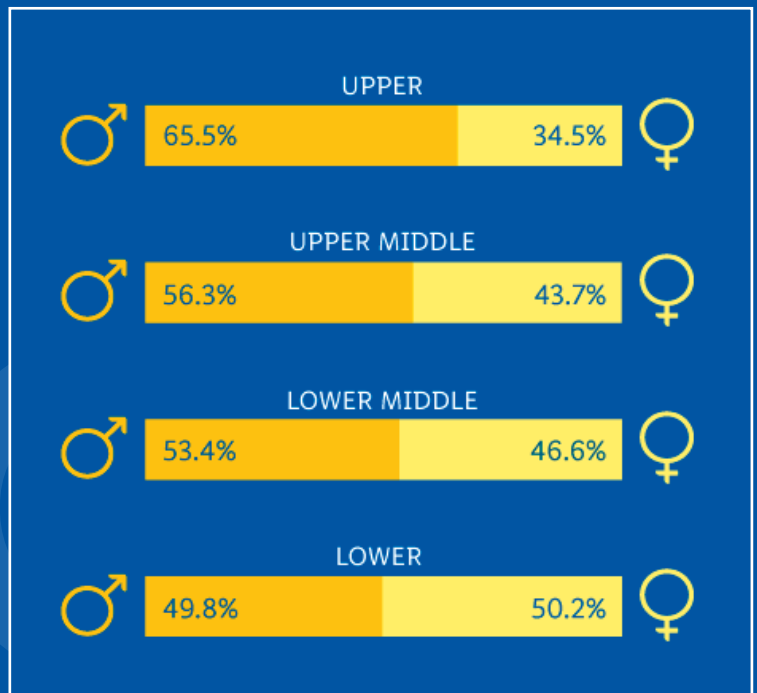
- **Upper** – roles with hourly salaries of £13.00 per hour and above
- **Upper Middle** – roles with hourly salaries of between £12.00 per hour to £13.00 per hour
- **Lower Middle** – roles with hourly salaries of between £11.60 per hour to £12.00 per hour
- **Lower** – roles with hourly salaries of up to £11.60 per hour

The chart on the right shows the percentage of male and female colleagues represented in each quartile over the reporting period.

Similar to last year, in the lower quartile, we are reporting a higher percentage of females than males. We know this presents opportunities for upwards promotion but acknowledge that more needs to be done to increase the number of women within the middle and upper quartiles.

To address this, we are focused on attracting and retaining skilled and talented women, and we're encouraging females to apply for roles within traditionally male-dominated sectors, like warehousing, property and IT.

While the change falls out of this reporting period, we have just implemented a stronger family-support policy – from doubling full-pay maternity and adoption leave from 14 to 28 weeks in an industry first, to introducing paid leave for fertility treatment and pregnancy loss. These updates build on our commitment to give colleagues a better work-life balance and flexibility for those with caring responsibilities, an area we'll continue to develop.



## How we are closing the gap

This report is a good indicator of the steps we are taking as a business to strive for gender equality. We remain committed to reducing these figures further in the years ahead in the following ways:

### Hiring practices

Between October 2022 and February 2023, all line managers completed a workshop on inclusive leadership. A key focus of this workshop was unconscious bias training and developing an understanding as to how line managers can consciously make their teams more inclusive.

## Ways of working

We are committed to ensuring a positive work life balance for colleagues. As part of this we are taking a phased approach to reducing hours for Deputy Store Managers, Store Managers and Warehouse Assistant Team Managers. This year we took the first step on this phased approach and reduced weekly hours from 47.5 to 45 hours, with no impact on pay.

For those in Head Office and Regional roles, we've moved to a hybrid working model that recommends two days in the office each week. We feel it is important that, where possible, we offer our colleagues flexibility and trust to determine the right environments that work most effectively for them.



## Family support policies

At the start of 2024, we became the first supermarket to introduce 28 weeks full pay for colleagues on maternity or adoption leave. This move will not only support parents, but also sets a new benchmark for others in the industry to follow.

Alongside this, we introduced paid leave for those undergoing fertility treatment, entitling colleagues to two full days of paid leave per treatment cycle, with no limit to the number of cycles a colleague can avail of the policy.

Meanwhile, recognising the significant impact of pregnancy loss, we introduced five days of paid leave for anyone affected by pregnancy loss prior to 24 weeks, something that is inclusive of partners. This builds on our existing Parental Bereavement Leave Policy whereby colleagues that experience a pregnancy loss after 24 weeks are entitled to take their full maternity leave.

We also introduced a detailed “guide to maternity” for both colleagues and line managers. This guide aims to answer all questions about maternity leave at Lidl, whilst ensuring line managers are educated on all our processes to ensure smooth transitions.

## Supporting female talent

In 2023, we set targets around women in leadership for the first time. Along with these goals we have devised a “women in leadership” specific strategy to ensure that the business is held accountable for the progress towards these targets.

We launched our partnership with Diversity in Retail in April 2023, to further enhance our work in becoming a more inclusive organisation. As part of this partnership, we have the opportunity to send female colleagues with high potential on a bespoke leadership programme geared towards upskilling women to take the next step in their career.

We also spent time in June 2023 listening to and learning from female colleagues and their experiences in the workplace. This was to further understand barriers to progression and retention, in turn allowing us to put an action plan in place to overcome these.

Finally, we're in the process of becoming an accredited menopause friendly employer, a move that follows the introduction of various measures, including menopause champions across the business and a menopause community group to support colleagues affected by menopause symptoms.

