



Gender Pay Report 2023

“We are focused on creating an inclusive environment where all our colleagues can learn, thrive and belong. From an equal pay perspective, we pay men and women equally for roles of the same size and scale. Our gender pay gap is a different measure and reflects that 70% of colleagues are women, of whom 90% are in hourly-paid, predominantly store, roles. Whilst the gender balance of our Executive Board is 60:40 (60% women) we continue to work to achieve diversity and gender balance across all levels of the organisation.

We continue to listen and learn from our colleagues. Since the last report we have been working with our Gender Equality colleague network to understand the possible barriers and challenges to progression. This has led to us improving our parenthood offer as well as introducing new initiatives, such as support packages for different life events (for example pregnancy loss and menopause).

We are committed to taking long-term and sustainable action, offering a home for all our colleagues to develop meaningful careers.

We can confirm that the information contained herein is accurate.”

A handwritten signature in blue ink, appearing to read 'N. G. Wilkinson'.

Nick Wilkinson
Chief Executive Officer

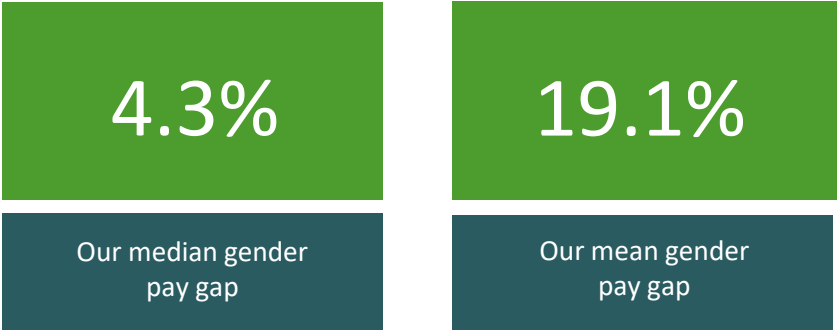
A handwritten signature in blue ink, appearing to read 'A. Cox'.

Amanda Cox
Stores and People Director



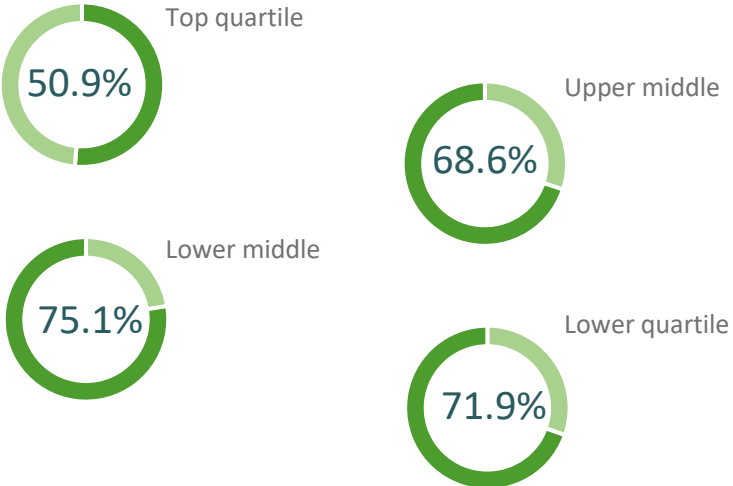
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Gender pay and bonus gap



Median gender bonus gap	0.0%
Mean gender bonus gap	64.2%
% of Men receiving bonus	59.1%
% of Women receiving bonus	59.3%

% of women in each pay quartile



Understanding our data

Median pay gap:

The median pay gap is the difference between the midpoints of hourly pay of all men and women. If all women stood side by side in order of lowest hourly pay rate to highest, the median pay rate would be the middle person and this is compared to the middle man, if all the men did the same thing.

Mean pay gap:

The mean pay gap is the difference in average hourly pay between men and women. The mean hourly pay rate is calculated by adding up the hourly pay of every woman and dividing by the total number of women. The same is then done for all men.

Pay quartiles:

The pay quartiles are calculated by listing the pay for each colleague lowest to highest, then splitting the list into 4 equal-sized groups. Then calculating the % of women in each.

Gender identity:

We want to be a truly inclusive business and we take our responsibilities to all our colleagues very seriously. Gender pay regulations mean we must identify our colleagues as men and women; however we actively support our colleagues of all gender identities, working closely with our LGBTQ+ network to listen and learn.

COLLEAGUE NETWORKS



We set up our four colleague networks in 2021 and since then they have continually evolved. They are proving to be a valuable source of information with suggestions, resulting in change. You can read more in our 2022 sustainability report found [here](#).

Our network groups are chaired by colleagues, voted for by other network members, and each network is sponsored by a member of our Executive Board.