

Our gender pay gap report 2024

"Our focus is on creating an inclusive environment, that celebrates the uniqueness of all our people and where everyone feels like they belong.

We are committed to equal pay across the business, ensuring that colleagues receive equal pay for equivalent roles, regardless of gender.

Our gender pay gap predominantly reflects the fact that 70% of our colleagues are women, of whom 90% are in hourly-paid roles, mostly in our stores.

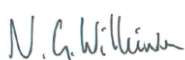
We continue to listen and learn from our colleagues, turning this into meaningful action.

For example, since the last report we have:

- Collected demographic data from our colleagues in our 'Home of You' campaign. This will inform our future focuses and plans.
- Launched a development programme for our Role Model Leaders, covering a range of inclusion and diversity topics.

Our commitment is 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."



Nick Wilkinson
Chief Executive Officer



Amanda Cox
Stores & People Director



Our gender pay data

Median pay gap

5.5%

Mean pay gap

16.9%

Median gender bonus gap **79.8%**

Mean gender bonus gap **64.8%**

% of Men receiving bonus **15.6%**

% of Women receiving bonus **19.9%**

% of women in each pay quartile

Top Quartile

48.6%

Upper Middle

66.5%

Lower Middle

75.9%

Lower Quartile

72.6%

How is the pay gap calculated?

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.

You can read more about our Diversity and Inclusion actions and plans in our 2023 sustainability report found [here](#).

