



What is the Gender Pay Gap Report?

All UK organisations with over 250 employees are now required to share information about their Gender Pay and Bonus Pay Gaps. It is important not to confuse the Gender Pay Gap and Equal Pay; they are two different things. Equal Pay means that men and women performing equal work should receive equal pay.

A Gender Pay Gap, which exists in most organisations, shows the percentage difference in average hourly pay between all men and women in an organisation. The Gender Pay Gap is expressed as a mean and median average.

Our Gender Pay Gap Report will be published annually and looks at everyone in the business on a snapshot date each April.

Understanding Mean and Median Pay



THE DIFFERENCE = MEAN HOURLY PAY GAP



THE DIFFERENCE = MEDIAN HOURLY PAY GAP

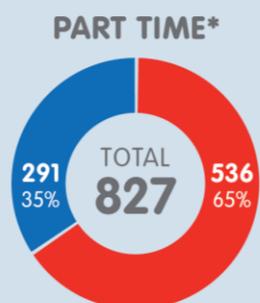
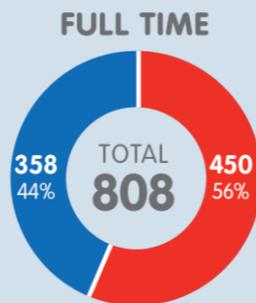
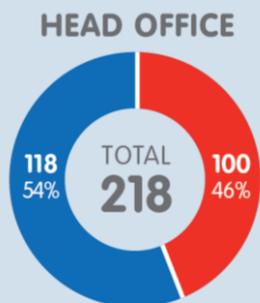


The make-up of our teams in terms of gender representation is an important consideration when looking at the Gender Pay Gap statistics;

- Our largest employee population is in stores and there are more women than men in this part of our business.
- Only 35% of our part time employees are men.
- Most of our Head Office employees are full time and 56% of this population are women.

Our Teams

MALE (blue icon)
FEMALE (red icon)

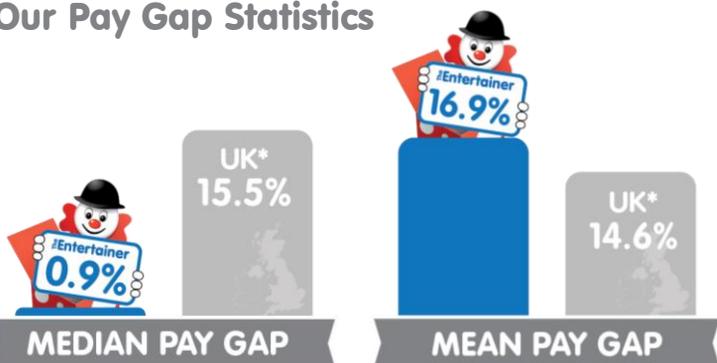


* < 30 hours per week

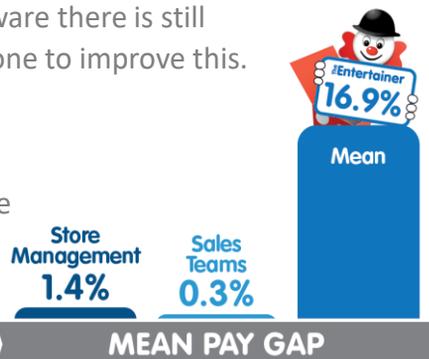
Numbers exclude non-full pay employees



Our Pay Gap Statistics



We are pleased to see that our median pay gap is much lower than the UK average. Our mean pay gap has lowered since last year but we are aware there is still work to be done to improve this.



85% of our workforce are based in our stores and the mean pay gap here is as low as 2.1%. The pay gap in our hourly paid Sales Teams is lower again at 0.3%. For around 76% of our employees there is a minimal difference in mean pay between men and women.

We are pleased that we have increased the proportion of females in the Upper Middle Quartile by 4% and we have maintained a fairly even split of men and women in our top quartile.

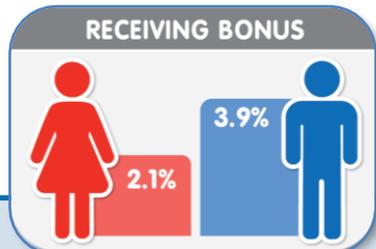


PAY QUARTILES		
51.6%	Top Quartile	48.4%
63.1%	Upper Middle Quartile	36.9%
61.6%	Lower Middle Quartile	38.4%
65%	Lower Quartile	35%



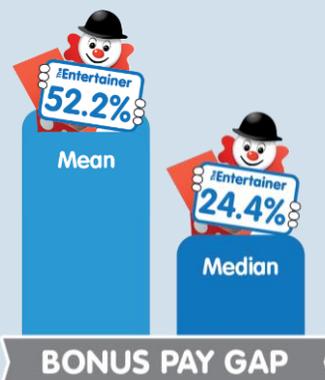
*From the Annual Survey of Hours and Earnings, Office for National Statistics (ONS)

Our Bonus Pay Gap Statistics



In 2020 there was no companywide Profit Related Bonus (PRB) payment made to any employees, which can be seen in the proportion of men and women receiving a bonus which as you can see was very low overall last year.

As with many other retailers, our bonus pay gap is skewed by the fact that a high proportion of our employees are females working in part time roles. This is further amplified by the fact that bonus payments for part time employees are pro-rated meaning the payments will be smaller than their full time counterparts.





Closing The Gap

Whilst we are confident our pay scales are well structured and that men and women are paid equally for the same work, it is clear to see that there is still work to do to reduce our gender pay gap. We are also aware that there are no quick fixes, and we are committed to a long-term strategy to ensure we are building a sustainable foundation for positive changes in this area.

We remain committed to reducing our gender pay gap and supporting women in the workplace and as such we are incorporating gender pay gap reporting and research and into our wider Equality, Diversity, and Inclusion (EDI) strategy moving forward. This will include a committee of representatives from all parts of the business with a remit to influence strategy, policy, training and open discussions in these areas.

To support the work life balance of employees, 2021 has seen the introduction of our blended working policy for our head office and remote teams, allowing more flexibility in the working week. Alongside this we have also reduced the working week for these teams building in flexitime and shorter Fridays. This is all part of our commitment to sustaining a healthy workplace and directly benefits working parents.

We look forward to a year of learning and progress.

I confirm that the information included in this report is accurate.



Mark Campbell
Group CEO