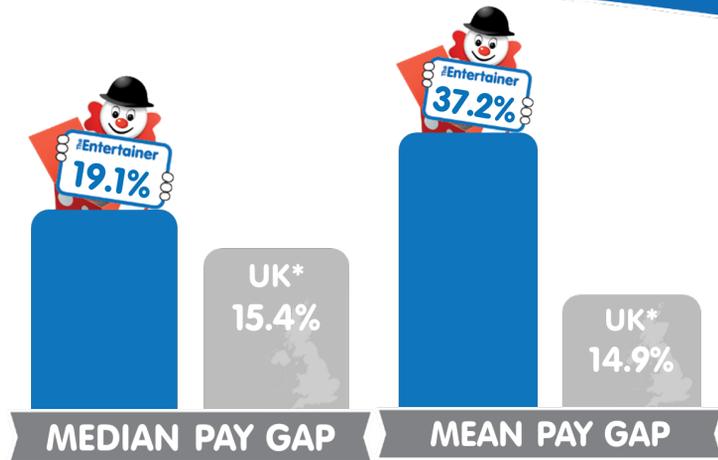




Our Pay Gap Statistics

Our report is based on employees employed as of 5th April 2021 and receiving full pay. In April 2021 the UK was in a nation-wide lockdown due to Covid, as a result the majority of our employees were on furlough and not receiving their full pay. Based on guidance issued by the Government Equalities Office, employees on furlough leave under the Coronavirus Job Retention Scheme on the date of the report had to be excluded.

Only 235 employees of our 1567 population were on full pay in April 2021, so we know that this report does not reflect the true Gender Pay gap in the Company. In previous years we would normally be reporting on 80-85% of our workforce, but this report only looks at 15%, the majority of whom were either working in our online teams, essential support roles in Head Office or new starters that were not eligible for the furlough scheme.



MEDIAN PAY GAP

MEAN PAY GAP

85% of our workforce are based in our stores, however only 84 of them were eligible for assessment as the rest of them were on furlough as our stores were closed.

Store Management
2.3%



MEAN

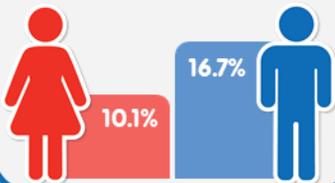
MEAN PAY GAP

Sales Team
-11.3%



Our Bonus Pay Gap Statistics

RECEIVING BONUS



In 2021 there was no company wide 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.



MEAN

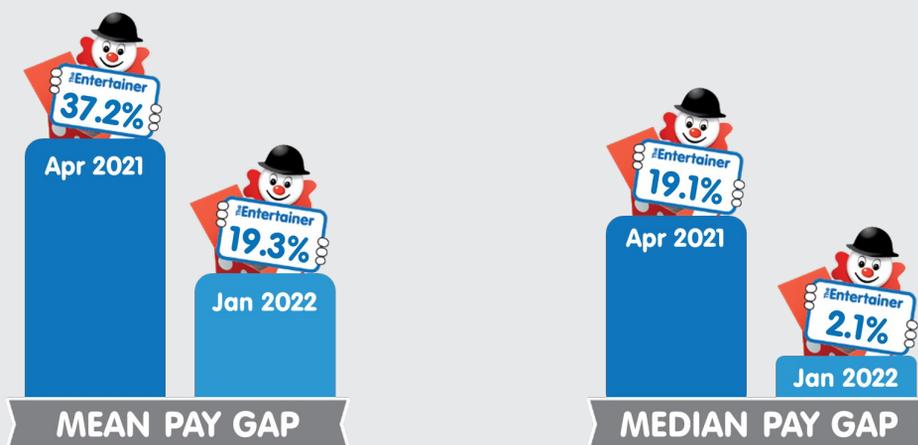


MEDIAN

BONUS PAY GAP

Closing The Gap

The past few years were extremely difficult for retail and April 2021 was not an exception. As mentioned previously, the retail industry was in a nation-wide lockdown due to Covid meaning that the majority of our workforce was furloughed and not receiving their full pay. For the report we have assessed only 15% of our workforce and we know that it does not reflect the true Gender Pay gap in the Company. Therefore, in January 2022 we decided to take our own Gender Pay gap snapshot for a more meaningful reflection on the Gender Pay gap in the Company.



Whilst we are confident our pay scales are well structured and that men and women are paid equally for the same work, there is still work to do to reduce our Gender Pay gap. As a company we are committed to a long-term strategy, we want to make sure that all groups of employees are paid fairly and have equal opportunities to progress in the Company. We are also aware that there are no quick fixes and want to ensure that we are building a sustainable foundation for positive change. While we continue to see an improvement in female representation at senior levels, we still have more men than women in our most senior leadership team roles, whilst majority of our store hourly paid positions are occupied by women.

Last summer we made a conscious effort to improve our flexible working policies for our Head Office Teams including reducing working hours and embedding working from home in our practices. We have also increased holiday entitlements for all our employees. We believe that these changes will help our employees to get a better balance between work and home life, especially for working parents, giving them greater flexibility and a more stable income. We are not stopping there. This year we have begun our diversity and inclusion journey seeking representation from all areas of the business, for the first time we are hosting a Women in Leadership workshop and we continue to work hard to support women in the workplace.

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