



Our Pay Gap Statistics



UK*
17.9%

MEDIAN PAY GAP

We are pleased that our median pay gap is lower than the UK average. This pay gap has been reduced from last year to almost zero.



Mean

UK*
17.1%

MEAN PAY GAP

84.6% of our workforce are based in our stores and the mean pay gap here is as low as 4.2%. The pay gap in our hourly paid Sales Teams is lower again at just 0.5%. For around 64% of our employees there is a negligible difference in mean pay between men and women.



Mean

Store Management

6.1%

Sales Teams
0.5%

MEAN PAY GAP

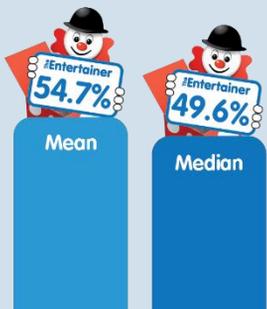
*From the Annual Survey of Hours and Earnings, Office for National Statistics (ONS)

PAY QUANTILES

50.3%	Top Quartile	49.7%
59.6%	Upper Middle Quartile	40.4%
64.1%	Lower Middle Quartile	35.9%
64.1%	Lower Quartile	35.9%

We have improved female representation within the Upper Middle and Top Quartiles. For instance in the top quartile of earners 49.7% are male and 50.3% are female.

Our Bonus Pay Gap Statistics

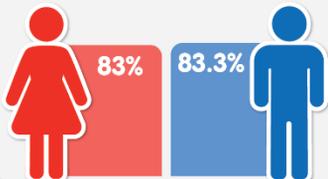


BONUS PAY GAP

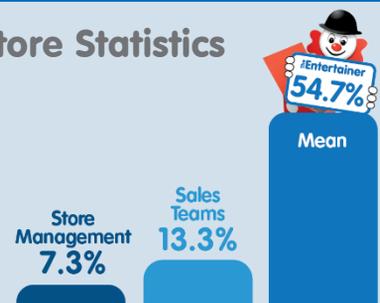
As with many other retailers, our bonus pay gap is skewed by the fact that a high proportion of our employees are females working in part time store roles. This is further amplified by the fact that bonus payments for part time employees are pro-rated meaning the payments will be smaller than their full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

This year we harmonised our bonus scheme to match the store and Head Office schemes, this ensures our bonus scheme is open to all employees. This change has increased the number of people receiving a bonus.

RECEIVING BONUS



Store Statistics



MEAN BONUS PAY GAP

If we just look at stores, the mean bonus pay gap still exists but is significantly smaller than the company average.



Closing The Gap

Whilst our median pay gap is now almost zero and something that we are very proud of, our mean pay gap has risen above the UK average and flags to us that we have some work to do. We know that this was partially driven by the introduction of a new group structure early in 2018, but it remains a fact that outside of the very structured pay rates we deliver in stores, women remain under represented in our more senior non store roles. We also know that, with a bonus scheme that is inclusive and open to all of our employees, by closing the pay gap we will also naturally close the bonus pay gap.

We are making progress. We saw a significant improvement in the 2018 Best Companies survey results, particularly in the 'Fair Deal', 'Personal Growth' and 'Wellbeing' factors. A number of our policies around flexible working are now firmly established and should drive positive change in the future. We have also seen an improvement in the number of females in our upper pay quartiles; however we now need to focus on a longer term strategy. With that in mind, we have now introduced a Gender Pay Committee, representing all functions across the business, to help research and drive underlying change.

There is work to do, but equality in pay and opportunity to progress remains high on our agenda as a business.

Jon Savage
Head of People

We are pleased to see positive improvements on our Gender Pay Gap reporting, such as the inclusivity of the bonus scheme to the wider population of our staff and improvement of our median score in the company. We know that change can't happen overnight and having just two gender pay reports can't give us the real picture of what impact there has been on the business from the changes recently introduced.

As a business, we are not happy that a gender pay gap exists; we need to look at other ways to motivate women within our business to progress in their roles and to retain the current talent we have, inspiring others to thrive in the workplace.

As a Board, we will consider other ways to reduce the pay gap, but we trust that the Gender Pay Committee will provide another channel of communication between employees and the Board. As a family business this issue is really important to us, and we believe we will see changes in the coming year.



Gary Grant
Founder &
Executive Chairman



Catherine Grant
Founder &
Non-Executive Director

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

Mark Campbell
Group CEO