

# Our gender pay summary

Our median  
(the middle) pay gap is

**0.00%**

UK National average  
figure of 17.9%\*

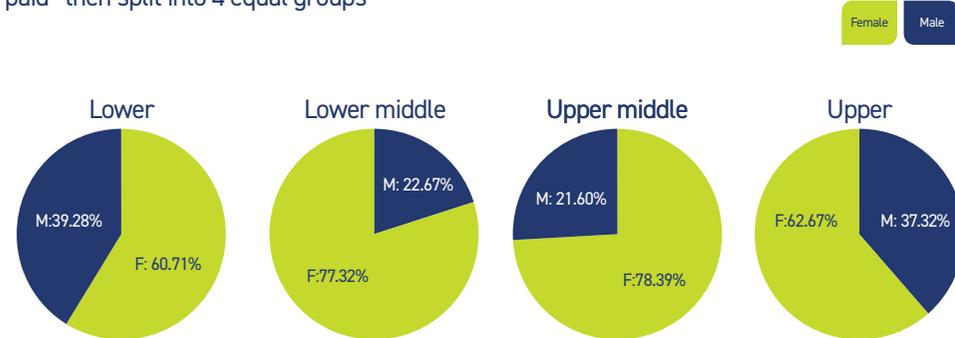
Our mean (the average)  
hourly pay gap is

**12.26%**

which is better than the  
UK National average  
figure of 17.1%\*

## Pay quartiles - the % split of female and male team members in each quartile

Each quartile is calculated by lining up all our team members from lowest to highest paid\* then split into 4 equal groups



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



## Bonus

9.97% of men received a bonus in 2018



10.54% of women received a bonus in 2018

Female team  
member  
average pay

Our median bonus gap (the middle)

**78.74%**

Our mean bonus gap (the average)

**-8.38%**

## Our Commitment

- This year we will continue our focus on becoming a more inclusive employer.
- We are committed to being an Employer of Choice in our local communities, putting our values at the heart of everything we do and supporting our colleagues on our Journey to Growth plan.

# Gender pay summary

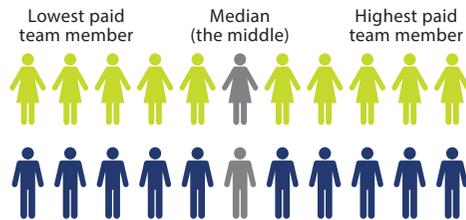
## What is the gender pay gap?

The gender pay gap shows the difference in the average hourly rate of pay between men and women in the company. A gap can exist because different jobs pay different rates of pay and the number of women and men in those jobs varies. A gap is not unlawful.

Please note that gender pay is different to equal pay – which is where women and men are paid differently for doing the same or similar job.

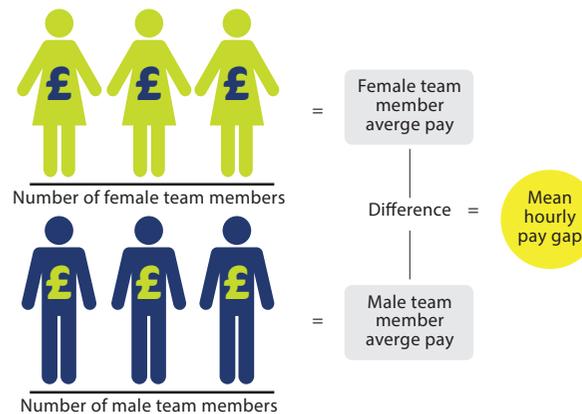
## Median (the middle)

If we lined up all our female colleagues from lowest to highest paid and did the same with our male colleagues, the Median gender pay gap is the difference in hourly pay between the female and male in the middle of their lines. Our results confirm there is NO median gender pay gap.



## Mean (the average)

If we add up all the hourly rates of pay for our female colleagues and divide that by the number of female colleagues we have in the company that gives us the average hourly rate of pay for a female colleague. If we then do the same for our male colleagues, the difference between the female and the male average rate of pay is the mean gender pay. Our mean results at 12.26% are better than the UK National average of 17.1%.



## Understanding our gap

We have a headcount of 2,056 across Retail, Support Centre & Warehouse. Retail has our largest population at 1,794. Roles are predominately store based and are made up of 75% female and 25% male. 80% of female colleagues work part time which affects our gender pay gap result as part time roles are more apparent in our lower grade roles. In our Support Centre – our most senior role of CEO is held by a woman.

## Actions taken last year with our commitment to be a more inclusive employer:

- Refreshed our recruitment materials and job descriptions in order to provide clear guidance and support.
- Introduced a new communication channel – where everyone has a voice.
- Implemented a Training & Development Strategy
- Embraced flexible working.

## This year our work will continue to be a more inclusive employer:

- Re-branded our careers website to attract a wider and more diverse talent pool.
- Launched leadership competencies to enable colleagues to know what they need to do to expand their current skill set or to progress to next role.
- Working in partnership with a National training provider to launch our Management Training Academy.
- Introduced Engagement Survey in order to ensure that all colleagues they have a voice in our business.

We are committed to being an Employer of Choice in our local communities, putting our values at the heart of everything we do and supporting our colleagues on our Journey to Growth plan.