

This is our annual gender pay gap report for the snapshot date of 5 April 2019.

- Our mean gender pay gap is 2.9%.
- Our median gender pay gap is -2.4%.
- Our mean gender bonus gap is 3.7%.
- Our median gender bonus gap is 83.2%.
- The proportion of male employees receiving a bonus is 17.9% and the proportion of female employees receiving a bonus is 35.6%.

Table 1: Pay quartiles by gender

This table shows our workforce divided into four equal-sized groups based on hourly pay rate. Band A includes the lowest-paid 25% of employees (the lower quartile) and band D covers the highest-paid 25% (the upper quartile).

Band	Males	Females	What is included in this band?
A	64.6%	35.4%	All employees whose standard hourly rate is within the lower quartile
B	93.0%	7.0%	All employees whose standard hourly rate is more than the lower quartile but the same or less than the median
C	72.7%	27.3%	All employees whose standard hourly rate is more than the median but the same or less than the upper quartile
D	78.8%	21.2%	All employees whose standard hourly rate is within the upper quartile

A quartile is one of four equally sized groups created when you divide a selection of numbers that are in ascending order into four. The "lower quartile" is the lowest group. The "upper quartile" is the highest group.

The figures in this table have been calculated using the standard methods used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Why do we have a gender pay gap?

Legally, men and women must receive equal pay for:

- the same or broadly similar work;
- work rated as equivalent under a job evaluation scheme; or
- work of equal value.

We are committed to equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. We have a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or anything else listed above). We:

- carry out regular pay and benefits audits;
- provide regular equal pay training for all managers and staff members who are involved in pay reviews; and
- evaluate job roles and pay grades to ensure fairness.

We are confident that our gender pay gap is not because we pay men and women differently for the same or equivalent work. Instead, our gender pay gap is because men and women work in different roles and those roles have different salaries.

Across the UK economy, men are more likely than women to be in senior roles (especially very senior roles at the top of organisations). Women are more likely than men to be in front-line roles at the lower end of the organisation. Men are more likely to be in technical and IT-related roles, which are paid more highly than other roles at similar levels of seniority. Women are also more likely than men to have had breaks from work that have affected their career progression, for example to bring up children. They are also more likely to work part time, and many of the jobs that are available across the UK on a part-time basis are relatively low paid.

This pattern from the UK economy as a whole is reflected in the make-up of our organisation. Most customer assistants in our stores are women and most line managers and senior managers are men. Also, most of the relatively highly paid e-commerce roles are held by men and not women.

The table above shows our workforce divided into four equal-sized groups based on hourly pay rate. Band A includes the lowest-paid 25% of employees (the lower quartile) and band D covers the highest-paid 25% (the upper quartile). If we had no gender pay gap, there would be an equal ratio of men to women in each band. However, instead, 35.4% of the employees in band A are women and 64.6% men. The percentage of male employees increases throughout the remaining bands, from 78.8% in band D to 93% in band B.

How does our gender pay gap compare with that of others?

Most organisations have a gender pay gap, and we are pleased to say that ours is very similar or better than others, including those within our industry.

The mean gender pay gap for the whole economy (according to the November 2020 Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) figures) is 14.6%, while in the retail and wholesale sector it is 13.7%. At 2.9%, our mean gender pay gap is a lot lower than the whole economy and our sector.

The median gender pay gap for the whole economy (according to the November 2020 ONS ASHE figures) is 15.5%, while in the retail and wholesale sector it is 13.6%. At -2.4%, our median gender pay gap is a lot lower than the whole economy and our sector.

Table 2: Comparison with other organisations

	Our organisation	2020 ONS ASHE whole economy	2020 ONS ASHE retail and wholesale sector
Mean gender pay gap	2.9%	14.6%	13.7%
Median gender pay gap	-2.4%	15.5%	13.6%

Our median gender bonus gap is large at 83.2%. However, if we convert this percentages to cash amounts the figures are small and this reflects our policy of not paying large bonuses to individual members of staff.

Seventeen percent of men at our organisation received a bonus in the 12 months up to 5 April 2019. For women this was 35.6%. This is because there are more women in management and sales roles, which are eligible for a performance bonus.

What are we doing to address our gender pay gap?

We are not happy with our gender pay gap even though it compares favourably with others. We are committed to doing everything we can to reduce the gap. However, we also know this is a difficult task. For example, we have no control over what people choose to study or the career choices that they make.

So far, we have taken the following steps to promote gender diversity:

- **Revising the flexible working policy:** In December 2019, we made big changes to our flexible working policy to make it clear that we will consider requests from **all** employees to work flexibly, regardless of their role and level of seniority, and that flexible working is not just part-time working.
- **Supporting parents:** We have developed new guidelines for managers on supporting employees before, during and after maternity and other parental leave. We will also run training for all line managers and senior managers.

By themselves, none of these initiatives will remove the gender pay gap - and it may be several years before some have any impact at all. In the meantime, every year we will tell you what we're doing to reduce the gender pay gap and the progress that we're making.

I, Steven Woollands, CEO, confirm that the information in this statement is accurate.

Dated 15 March 2020