

# Gender Pay Gap Report



April 2024

# Overview

We are proud to have a clear purpose to inspire reading, learning, creativity and play, together with a strategy focused on making The Works 'Better, not just Bigger'. This strategy is underpinned by our People and Planet commitments which include learning and development, health and wellbeing and inclusion and diversity to help The Works be an engaging and inspiring workplace.

As at 5<sup>th</sup> April 2024 we employed 3,874 colleagues, 74% of which were female. 45% of our senior leadership were female which is a 2% increase from the previous year. At The Works, we continue to pay colleagues according to their role not their gender and we remain confident in our gender neutral approach to pay. We also recognise that gender identity for some, is broader than simply referring to male and female, but for the purposes of meeting the report requirements, we have followed government guidance and analysed the binary genders.

We welcome the continued focus on Gender Pay and are committed to ensuring this remains a focus for us to ensure a fulfilling career is open to all who join us and for all our colleagues be their true selves at work no matter how they identify.

**Within this report, there is further detail on our 2024 pay gaps, alongside our action plans which will accelerate our progress and continue to drive an inclusive culture in the months and years to come.**



Debbie Jamieson  
Chief Retail &  
People Officer



Gavin Peck  
CEO

3,874 colleagues  
across the UK, ROI  
& IOM.

74% of all  
colleagues are  
female

45%  
of our senior  
leadership are  
female

# Gender Pay Gap Measures

## What is the gender pay gap?

A gender pay gap shows the differences in rates of pay between genders across groups of colleagues throughout a business regardless of the work they perform. A gap may exist because different jobs pay different rates of pay and the number of women and men in those jobs varies. A gender pay gap is different to equal pay. Equal pay is paying males and females equally for doing the same or similar job.

## How is the gender pay gap calculated?

**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 (as a percentage) is the difference in hourly pay between the female and the male in the **middle** of their lines.

**Mean (the average)** If we add up all the hourly rates of pay for female colleagues and calculate the average and do the same for male colleagues, the mean pay gap (as a percentage) is the difference in pay between the **average** male and **average** female hourly rate.

## How is the bonus gap calculated?

The mean and median bonus gaps are calculated in the same way as the gender pay gaps. However, this time we use the actual bonus paid to colleagues. We also report the number of male and female colleagues receiving a bonus (as a percentage of the total male and female population).

## Gender population by pay quartile

Pay quartiles are calculated by dividing all hourly rates paid across the business, from lowest to highest, into four equal sized groups of colleagues and calculating the percentage of males and females in each.



# Our 2024 Results

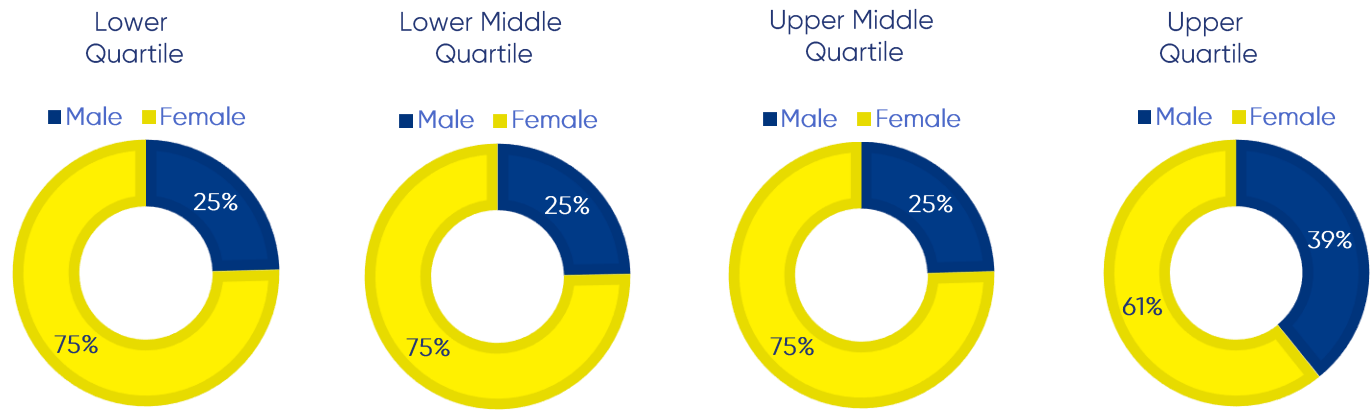
## Pay - Hourly Pay

As of the 5th April 2024, the median gender pay gap for hourly paid colleagues increased from 0% in 2023 to 2.4% in 2024. This is because we have more women than men in junior roles and more men than women in high level leadership roles. However, when looking broader at the mean average, we can see that whilst there is still a difference in pay, this has slightly improved this year by 0.3%.

	2024	2023
Median	2.4%	0.0%
Mean	12.0%	12.3%

## Pay Quartiles

The proportion of male and female colleagues in each pay quartile was:



### All Colleagues



### Senior Management



### Store Management

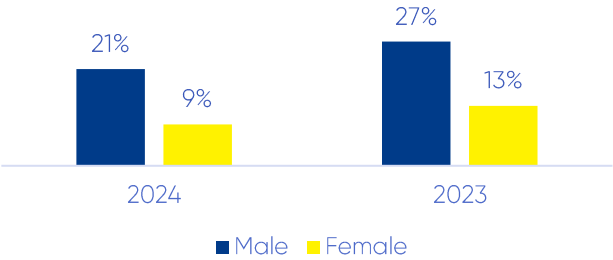


### Hourly Paid Store Colleagues



## Bonus Pay

Proportion of male & female colleagues paid a bonus:



The proportion of colleagues who received a bonus has decreased in Male and Female colleagues. As was the case in 2023, in 2024, a selection of Retail Management and Distribution colleagues received a bonus. However, this year, figures also include several members of the board who 'cashed out' from their Share Incentive Plans. Due to the breakdown of male and female representation within these job roles, this explains the difference in bonus pay.

## Bonus Pay

Difference between male & female colleagues:

	2024	2023
Median	30.0%	-6.5%
Mean	61.2%	58.1%

In 2024, the median and mean bonus was higher for males than females. This is because males make up a greater proportion of the senior leadership team, who received a higher bonus than retail management and distribution colleagues.

## Our Commitments to Diversity & Inclusion

The Works is committed to inclusivity in our workplace, products, and customer experience. By engaging both internally and externally, we ensure our offerings remain diverse and representative while measuring impact through hiring, retention, and business performance. This year we embedded D&I into our Colleague Experience team so that our commitment to equity, inclusion and belonging is better integrated within our overall plans.

We have 4 key commitments in our D&I strategy that enable this:

**Improve our understanding of diversity and inclusion at The Works.**

Collecting and analysing data on diversity plus listening to our colleagues through forums and surveys to understand experiences of inclusion by communities to build our annual action plans.



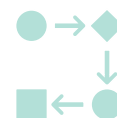
**Improve training and awareness of D&I.**

Improving training and awareness by communicating key D&I events each month which focus on education for managers, colleagues and celebrate the diversity of our products.



**Review our internal processes to ensure barriers to inclusion are removed.**

Review our internal policies and processes to ensure we are inclusive, allowing us to attract and retain talent from all backgrounds.



**Ensure everyone at The Works is accountable for their role in creating an inclusive workplace.**

Embedding these inclusive actions into everything we do so that everyone has D&I built into their thinking, our culture and colleagues have a sense of community.



## Our progress

### Data & Engagement

We continuously seek feedback from colleagues via our engagement surveys and our D&I forum to ensure voices from all backgrounds influence our culture and barriers to inclusion can be removed. The impact of this progress is continuously tracked through measuring our representation, reviewing our improvements on attraction and retention as well as our engagement results which have seen us ranked consistently in the Best Companies Top 25 Best Big Companies to work for for the past five years.

### Talent Attraction

We advertise every vacancy through 9 diverse job boards and ensure every advert clearly states being open to all including those from under-represented backgrounds. With the launch of our new recruitment system we are able to measure attraction and recruitment from a D&I lens and build appropriate action plans.

### Education & Awareness

We have celebrated a calendar of international D&I events alongside training that is available to all colleagues through either virtual or e-learning platforms. The trainings cover various topics which represent marginalised communities to improve awareness for colleagues, support for individuals and instill confidence in our managers to manage diverse teams.

### Our Partnerships

Working with the British Retail Consortium, having signed up to the BRC Diversity & Inclusion charter, we are helping move D&I forward across the Retail Industry as well as learning best practice from others. In addition, we have built a strong relationship through our partnership with Retail Trust to ensure that proactive and crisis support is available to all our colleagues 24/7.

86% of colleagues feel that they belong as a part of their team.

86% of colleagues feel that their team respects individual differences.

85% of colleagues feel safe and accepted to be themselves at The Works

This data is taken from the January 2024 Diversity & inclusion survey







**Katie Birchall**

**Diversity, Inclusion  
& Wellbeing Lead**

I'm so proud of the progress we have made in Diversity, Inclusion and Wellbeing this year. When we look at our progress around gender, one of the moments that stood out for me was International Women's Day when we shared inspiring stories of women from across our business. We heard from a colleague who found the flexibility she needs to balance her work and caring needs as an Area Manager, the support offered to a colleague through pregnancy and LGBTQ+ women who feel able to be their true selves at work.

I know that we are a business that is truly open to all and who are passionate about continuing to remove barriers to inclusion and equity. Whilst we still have progress to make, I know that our strategy is making a difference and improving the way we do things at The Works.

## Our Commitments for the future

We will continue to evolve our initiatives as we progress through our 3 year D&I strategy by listening, celebrating and educating as well as measuring our progress against data and business performance.

### **We are committed to:**

- Elevating our inclusive culture as a family friendly business to support all types of families through the campaigns we celebrate, the products we sell and the support we offer our colleagues through policies and colleague experience in line with our business strategy.
- Proactively engaging with our buying team to diversify our product range further so that the products we sell appeal to the diverse communities our stores are in particularly in the stories we sell from our books range.
- Improving representation at senior leadership with continuous talent and succession planning and ensuring we have a diverse pipeline through our high potential programmes and learning offer.
- We will continue to review our policies and guidance and continue to embed wellbeing into D&I so that colleagues feel a sense of pride and achievement at work, get the right support and have time well spent outside of work too.

We remain committed to being a diverse and inclusive employer and to continually challenge our gender pay gap. I declare that the data presented is accurate, as of 5<sup>th</sup> April 2024.

*Debbie Jamieson, Chief Retail & People Officer*

