

Gender Pay Gap Report



Time well spent

April 2025

Overview

We are proud to champion a clear purpose centred on inspiring reading, learning, creativity and play. Our strategy is firmly grounded in our People and Planet commitments, which guide not only the products we offer to our customers, but also what it means to work at The Works. Crafting a space where everyone can be their authentic self at work remains at the heart of who we are. We continue to challenge ourselves to understand how we can continue to deliver this commitment.

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.

As of 5th April 2025 we employed 3,679 colleagues, 75% of which were female. As a business, we're proud to say that 52% of our senior leadership are female which is a 7% increase from last year.

We welcome the continued focus on Gender Pay and are committed to ensuring this remains a focus for us as part of our ESG Colleague workstream on Diversity & Inclusion.

Within this report, there is further detail on our 2025 pay gap, alongside our action plans which will accelerate our progression through representation, whilst continuing to drive an inclusive culture in the months and years to come.



Debbie Jamieson
Chief People & Retail Officer



Gavin Peck
CEO

3,679 colleagues
across the UK, ROI &
IOM.

75% female

52%
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.

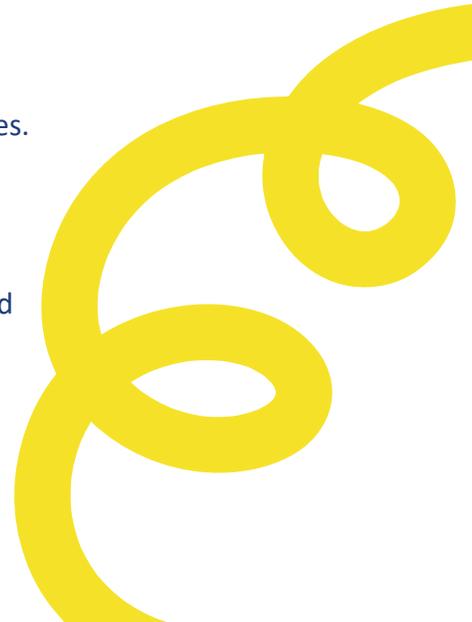
Mean (the average) If we add up all the hourly rates of pay for female colleagues and calculate the average and do the same for male colleagues, the mean pay gap (as a percentage) is the difference in pay between the **average** male and **average** female hourly rate.

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 2025 Results

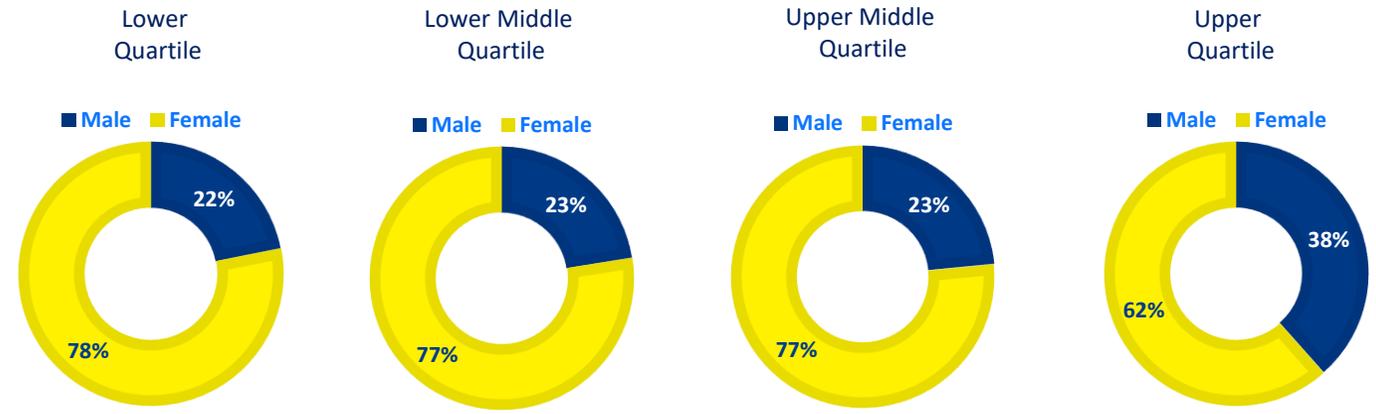
Pay - Hourly Pay

For hourly pay, the median average was slightly higher for male colleagues, and the mean average was also higher for male colleagues. This reflects the distribution of roles in our business: we have a higher proportion of women in junior roles, while senior roles are more evenly gender-balanced, which results in a higher overall average for male pay. However, both our median and mean gaps have improved over the past year, driven by more women progressing into Store Manager roles and a more balanced gender split at senior level.

% Diff	2025	2024
Median	2.2%	2.4%
Mean	9.1%	12.0%

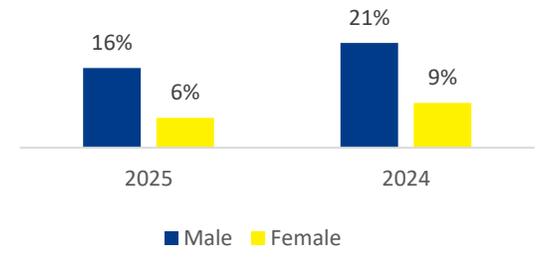
Pay Quartiles

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



Bonus Pay

Proportion of male & female colleagues paid a bonus:



The proportion of colleagues receiving a bonus decreased for both male and female colleagues. As in 2024, bonus payments in 2025 were made to selected Retail Management and Distribution colleagues, as well as a proportion of senior leaders.

Bonus Pay

Difference between male & female colleagues:

	2025	2024
Median	0.0%	30.0%
Mean	-20.4%	61.2%

In 2025, the median bonus amount reflected the bonus paid to Store Managers and was the same for both male and female colleagues. However, the mean bonus was higher for female colleagues. This is because the senior leaders who received a bonus in the year were predominantly female, which increased the average (mean) bonus for women.

Our Commitments to Diversity & Inclusion

The Works is committed to inclusivity in every working environment, our product range and customer experience. We listen and engage holistically across our customers, our colleagues and our wider supply chain to make representative and meaningful choices as a business. We continue to celebrate our progress and focus on our 4 key commitments as enablers of our D&I strategy:

Improve our understanding of diversity and inclusion at The Works.

Improve training and awareness of D&I.

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

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

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

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

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 2025 Works For All D&I Survey



Katie Birchall

Diversity, Inclusion &
Wellbeing Lead

“We continue to make strong progress against our diversity and inclusion commitments, ensuring we attract, support and develop our colleagues.

I’m incredibly proud of the progress we have made over the last 12 months. Our gender balance within senior leadership is a particular strength for us, reflecting the diverse perspective that helps us better serve our customers.

Over the past year, 160 females have moved into new roles at The Works. This includes two external female hires and seven internal promotions into senior leadership positions (including Area and Regional Managers). This continued momentum has contributed to a reduction of almost 3% in our mean gender pay gap.”

- I understand what diversity and inclusion means at The Works.

This response increased to 92% of respondents agreeing or strongly agreeing with this statement compared to 84% in 2024.

- I believe there is an appropriate level of training and awareness on diversity and inclusion issues at The Works.

This response increased to 76% of respondents agreeing or strongly agreeing compared to 54% in 2024.

- Diversity and Inclusion is very important at The Works

This has increased from 78% of respondents agreeing or strongly agreeing compared to 71% in 2024.

Our Progress

Data & Engagement

We have continued to strengthen our approach to colleague feedback through our engagement survey and our D&I forum, ensuring diverse voices influence our culture and inclusion priorities. This insight now informs action at both a business-wide and local level, with managers better equipped to understand their data and own action planning within their teams.

Talent Attraction

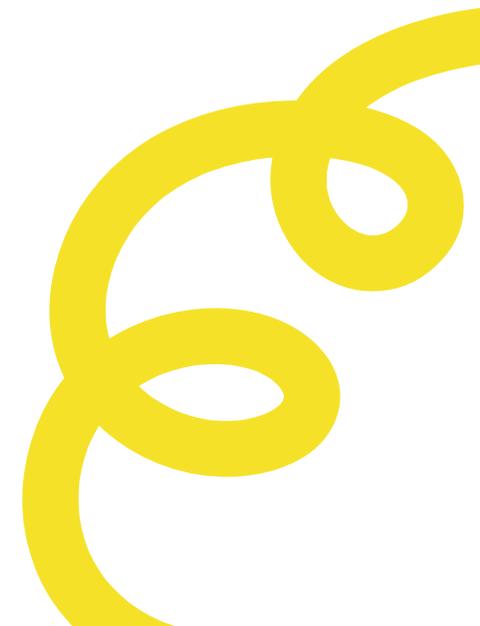
We have strengthened our inclusive approach to talent attraction by advertising roles across nine diverse job boards and clearly welcoming applications from under-represented backgrounds. We have continued to improve the accessibility of our careers website and application process, measuring progress through candidate feedback and NPS. Our recruitment system enables us to assess attraction and hiring outcomes through a D&I lens, supported by Retail recruitment training focused on unconscious bias and protected characteristics to help remove barriers in hiring decisions.

Education & Awareness

We have strengthened education and awareness through regular communications and providing accessible training available to all colleagues via virtual and e-learning platforms, including Women's Health supported by our Women's Health hub. 'Respect at Work' is now a mandatory part of colleague induction, reinforcing expectations around inclusion and respect. We have also delivered our first high-potential development programme across the business, with strong female representation, helping to build a future pipeline of female talent.

External Partnerships & Industry Collaboration

We have strengthened our commitment to diversity and inclusion through external partnerships, including signing the BRC Diversity & Inclusion Charter to support progress across the retail industry and share best practice. Our partnership with the Retail Trust provides colleagues with 24/7 proactive and crisis support, and we are supporting the Respect Retail campaign to help address rising abuse towards retail staff, which can disproportionately impact marginalised communities.



Our Commitments for the future

We will continue to evolve our initiatives as we deliver our D&I strategy, by listening to colleagues, celebrating diversity, building awareness and measuring our progress through data and business performance.

We are committed to:

- Elevating our inclusive culture as a family-friendly business, supporting all types of families through the campaigns we celebrate, the products we sell and the policies and colleague experience we offer, aligned to our wider business strategy.
- Proactively engaging with our suppliers to understand their commitment to diversity and inclusion, enabling us to offer a more diverse product range.
- Retaining strong representation at senior leadership level through ongoing talent and succession planning and ensuring a diverse pipeline through our high-potential programmes and broader learning offer.
- Regularly reviewing our policies and guidance and continuing to embed wellbeing into our D&I approach so colleagues feel pride and achievement at work, receive the right support and have time well spent outside of work.

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 5th April 2025.

Debbie Jamieson, Chief Retail & People Officer





Time well spent