



Gender Pay Gap Report

April 2023

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 fun and fulfilment, accessibility to everyone and being the go-to-place, and these apply to working at The Works, just as much as our customer experience.

As at 5th April 2023 we employed 3,981 colleagues, 74% of which were female. 43% 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 as part of our ESG Colleague work stream on Diversity & Inclusion.

Within this report, there is further detail on our 2023 pay gaps, 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
People Director



Gavin Peck
CEO

3,981 colleagues
across the UK, ROI
& IOM.

74% female

43%
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 2023 Results

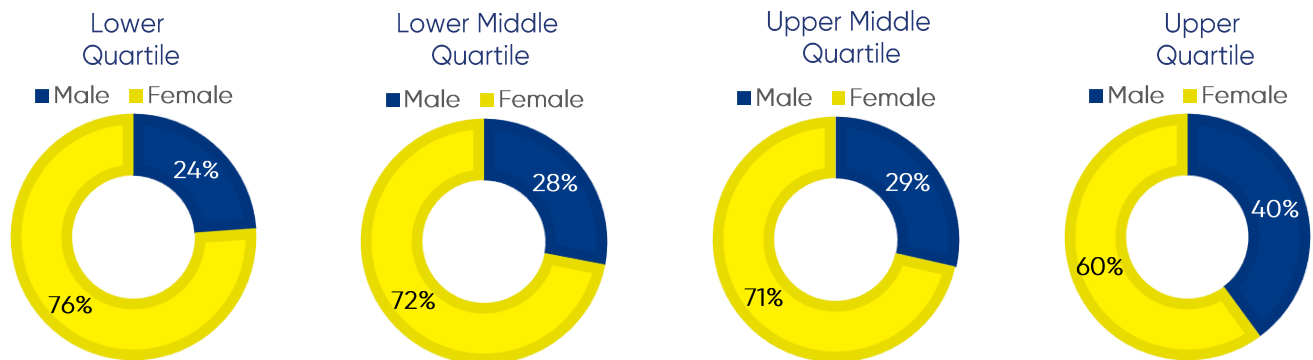
Pay - Hourly Pay

For hourly pay, the median average was the same for both males & females. However, when measured as a mean average, the hourly rate was higher for male colleagues. This is because we have more women than men in junior roles and more men than women in high level leadership roles :

	2023	2022
Median	0.0%	2.9%
Mean	12.3%	12.1%

Pay Quartiles

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



All Colleagues



Senior Management



Store Management

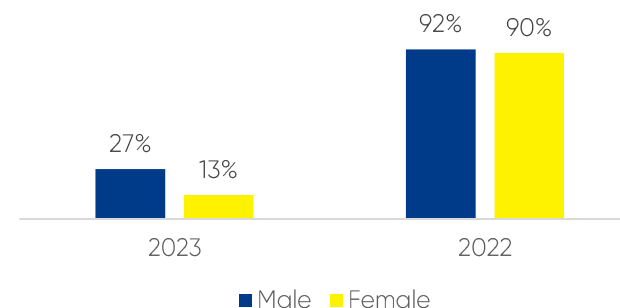


Hourly Paid Store Colleagues



Bonus Pay

Proportion of male & female colleagues paid a bonus:



The proportion of colleagues who received a bonus has decreased. In March 2022, with the exception of senior leadership, we awarded all colleagues who were employed at 31st December 2021, with an additional weeks' worth of pay to thank them for their hard work and dedication during the Covid-19 pandemic. Later in 2023 the remaining senior leadership received a bonus related to the same financial period. In 2023 we also paid a selection of Retail Management and Distribution colleagues a bonus. Due to the breakdown of male and female representation at senior leadership level, this explains the difference in bonus pay.

Bonus Pay

Difference between male & female colleagues:

	2023	2022
Median	-6.5%	32.8%
Mean	58.1%	23.4%

In 2023, the median bonus was higher for females than males. However, the mean was higher for males. 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 Commitment

At The Works we believe that diversity & inclusion is essential to our success and what makes our culture so special. Our people are our biggest strength, and we are committed to creating an inclusive environment where everyone belongs and can thrive.

Some of the steps we are taking / have taken to achieve this include:

- Continuously seeking feedback via mechanisms such as engagement surveys including a specific D&I survey to understand the experiences of our colleagues from different backgrounds which drive our D&I Strategy.
- Launched new policies including Respect & Dignity and our EDI policy.
- Conducting D&I training for our leadership and People teams.
- 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.
- Providing learning on our e-learning platform, 'Can-Do Academy' to enable our colleagues to develop their learning at their own pace and explore topics they are interested in.
- Hiring a Diversity, Inclusion & Wellbeing Manager to establish our D&I forum and drive our D&I strategy as well as our wellbeing strategy.

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 2023.

Debbie Jamieson, People Director

77% of our colleagues feel a strong sense of family in their team

75% of our colleagues feel that their manager treats everyone fairly

78% of our colleagues say that their manager takes an active interest in their wellbeing

Data taken from Best Companies Engagement Survey, Sep-23

