

TheWorks.co.uk

Gender Pay Gap

Report

5th April 2020

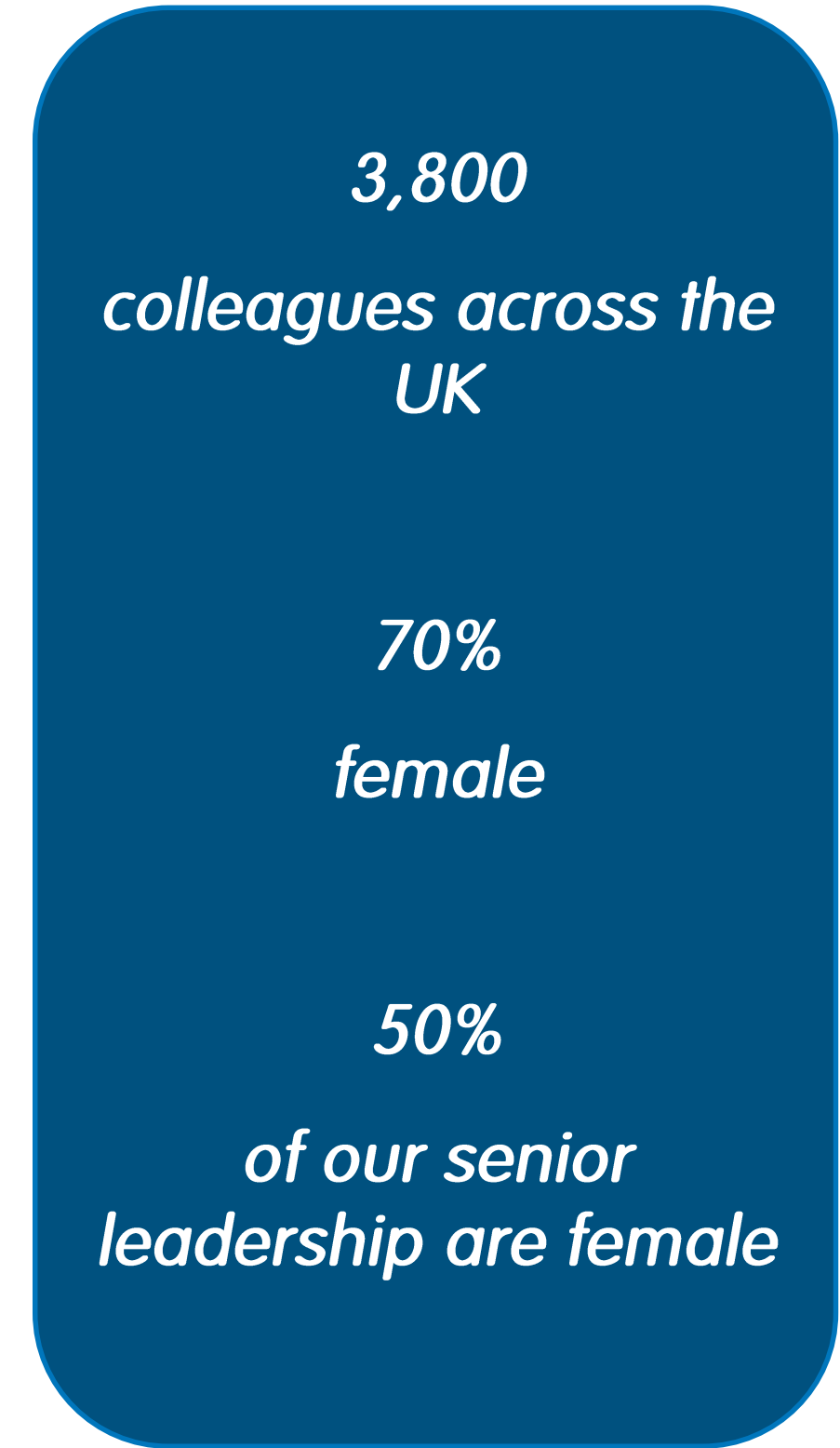


Overview

We are incredibly proud of the 3,800 colleagues within The Works family and recognise how vital they are to our ongoing success. Having recently been placed 13th on Best Companies 25 Best Big Companies to work for and receiving an accreditation for our outstanding levels of engagement, The Works actively takes steps to attract, engage and retain the right people throughout our company and having a robust people strategy underpins that. We are passionate about supporting each and every one of our colleagues to achieve and succeed in our business and are committed to providing equality of opportunity in doing so.

As at 5th April 2020, we employed 3,800 colleagues, 70% of which were female, 50% of our senior leadership were female and at The Works, we continue to pay colleagues according to their role not their gender, and remain confident in our gender neutral approach to pay. We recognise that gender identity for some, is broader than simply referring to male or female, but for the purposes of meeting the report requirements, we have followed government guidance.

We welcome the focus on gender pay and are committed to ensuring this remains a focus of ours. We recognise that having a diverse range of backgrounds and an inclusive culture at The Works supports our success and as such, will continue to challenge ourselves on this; taking time to understand the challenges our colleagues face and look to overcome these and continuously improve.



Debbie Jamieson
People Director



Gavin Peck
CEO

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We are... People Who Do

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.

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Our 2020 Results

Hourly Pay

Hourly pay for male colleagues was:

- 11.9% higher, when measured as a mean average.
- 5.2% higher, when measured as a median average.

Pay Quartiles

The proportion of males and females colleagues in each payroll quartile was:

Quartile	Male %	Female %
Upper	40%	60%
Upper Middle	27%	73%
Lower Middle	24%	76%
Lower	29%	71%

Bonus Pay

Bonus pay for male colleagues was:

- 32.3% higher, when measured as a mean average.
- 40.0% higher, when measured as a median average.

20.2% of male colleagues were awarded a bonus and 11.1% of females.

82% of our colleagues believe their manager talks openly & honestly with them

77% of our colleagues believe that their manager treats everyone fairly

72% of our colleagues believe their manager helps them to fulfil their potential

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Our Commitment

At the snapshot date of this report, we had not long closed all of our 530 stores and subsequently placed 96% of our colleagues on furlough leave. At this time we topped up colleagues pay to 100% and as such used this to calculate our report. Our gender pay gap is because we have more women than men in junior roles and more men than women in high level leadership roles.

It has been a turbulent time during the Covid-19 pandemic however we are delighted with how our colleagues have come together and worked through the challenges faced both personally and professionally with 80% of our colleagues feeling they have support with their mental wellbeing.

Diversity is Reality but Inclusion is a Choice. Our commitment is to being a truly inclusive organisation; where diversity is embraced, communities come together and we appreciate how important it is to belong. Talent is everywhere, but opportunity isn't, and we want to ensure everyone has equal opportunities to reach their potential no matter who they are. We are always listening and learning.

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

- *Seeking feedback via mechanisms such as engagement surveys – some of the results from our 2020 survey are shown within this report.*
- *Establishing an Ethics Committee, chaired by the CEO, with a Diversity & Inclusion focussed work stream looking at policy, education, training, leadership, colleague champions and further surveying and feedback seeking to ensure our actions are focussed and impactful.*
- *Working with the British Retail Consortium, signing up to the BRC Diversity & Inclusion charter to move D&I forward across the Retail industry, learning from others.*
- *Launching a new Applicant Tracking System to enable better reporting and transparency.*
- *Reviewing our colleague handbook and policies annually to ensure they are fit for purpose.*
- *Embedding our Career Paths Programme and launching a new dedicated internal recruitment site showing opportunities for all.*

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 2020.

Debbie Jamieson, People Director

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