



2018 Gender Pay Gap Report

March 2019



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Introduction

We are incredibly proud of the 3300 colleagues within The Works family and recognise how vital they are to our ongoing success. Having recently been placed 18th on The Sunday Times 2019 25 Best Big Companies to work for and receiving an accreditation for our very good 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 2018, we employed 3300 colleagues, 68% of which were female, 37% 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.

Legislation came into force in April 2017 which requires a UK employer with more than 250 employees to publish details of their gender pay and bonus gap as of 5th April each year. 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. Recognising that having a diverse range of backgrounds and an inclusive culture at The Works supports our success and we will continue to challenge ourselves on this, understand the challenges our colleagues face so that we can look to overcome these and continuously improve.



Debbie Jamieson
HR Director



Kevin Keaney
CEO

>3,300
colleagues across the
UK

68%
female

37%
of our senior
leadership are
women

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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 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 2018 Results

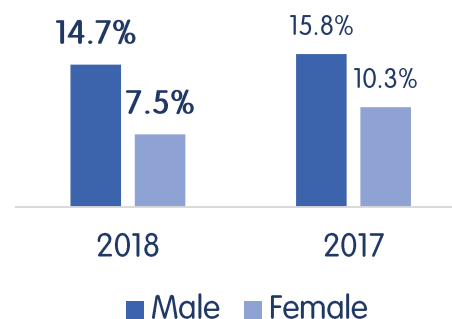
PAY – HOURLY RATE

	The Works 2018	The Works 2017	UK*
Median	5.2%	5.2%	17.9%
Mean	9.6%	15.6%	17.1%

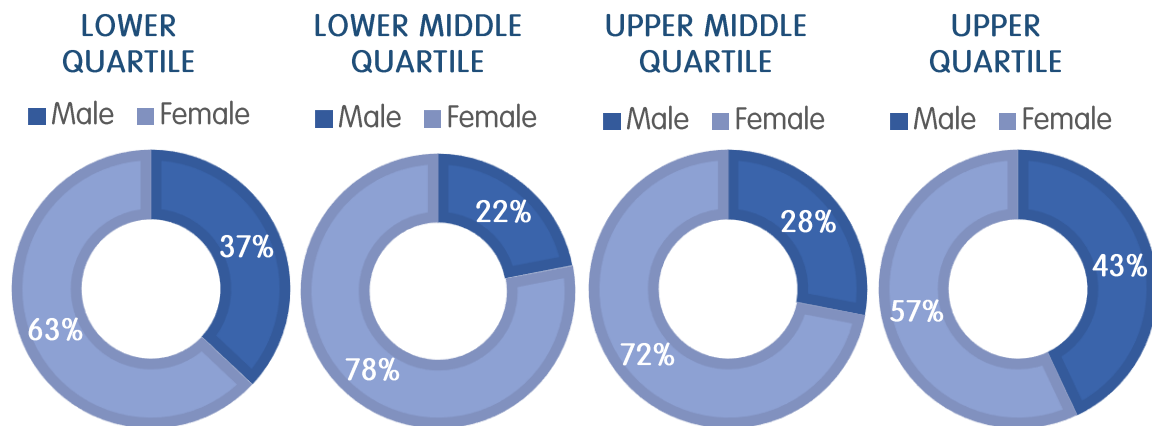
*Source: Office for National Statistics

BONUS PAY

Proportion of men & women paid a bonus



PAY QUANTILES



BONUS PAY

Difference between men & women

	2018	2017
Median	-2.9%	0.0%
Mean	3.1%	59.4%

Our Commitment

Our gender pay gap is because we have more women than men in junior roles and fewer women than men in senior roles. Although our results are better than the UK National Averages, we remain committed to being a diverse and inclusive employer and to continually challenge our gender pay gap.

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 2018 survey are shown to the right
- Making our job descriptions more user friendly
- Reviewing our interview process and upskilling hiring managers
- Launching a colleague handbook and policies
- Being more transparent about our internal promotion statistics and promoting internal opportunities and successes
- Revamping our careers website and introducing a new Recruitment System
- Embedding our Career Paths Programme
- Development workshops for our managers and leaders, the second of many will be launched in June 2019 to all Store Managers which includes equality and unconscious bias as topics

83% of our colleagues believe their manager talks openly & honestly with them

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

70% of our colleagues believe their manager helps them to fulfil their potential

I confirm that the information reported is accurate and meets the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Debbie Jamieson, HR Director

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