



# Gender Pay Gap Report

April 2022

# Overview

We are proud to have a clear purpose to inspire reading, learning, creativity and play – making lives more fulfilled, 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 5<sup>th</sup> April 2022 we employed 3,885 colleagues, 73% of which were female. 41% of our senior leadership were female including our Chair, Carolyn Bradley, who we welcomed to our business in September 2021. 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.

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.



Debbie Jamieson  
People Director



Gavin Peck  
CEO

3,885 colleagues  
across the UK, ROI  
& IOM.

73% female

41%  
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 2022 Results

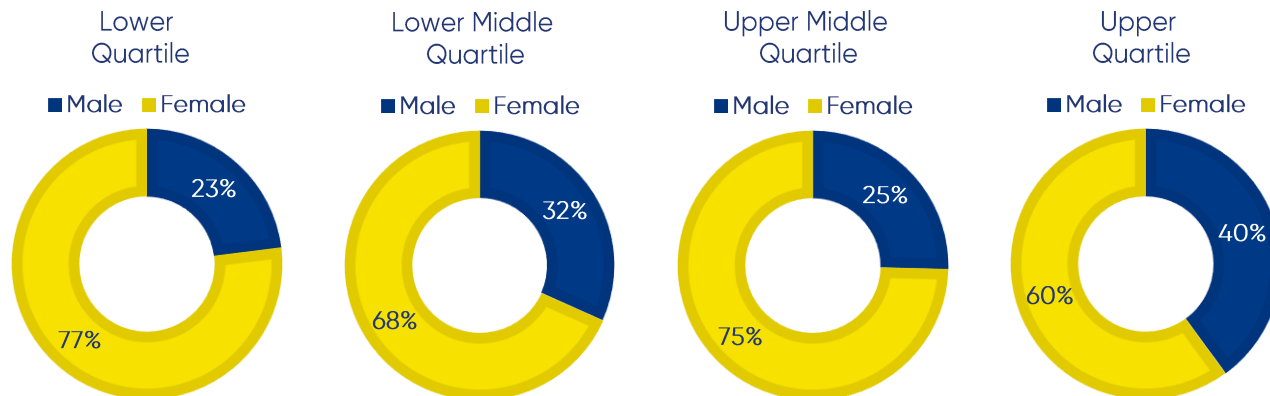
## Pay - Hourly Pay

Hourly pay for male colleagues was higher when measured as both median and mean averages. This is because we have more women than men in junior roles and more men than women in high level leadership roles :

	2022	2021
Median	2.9%	0.0%
Mean	12.1%	11.5%

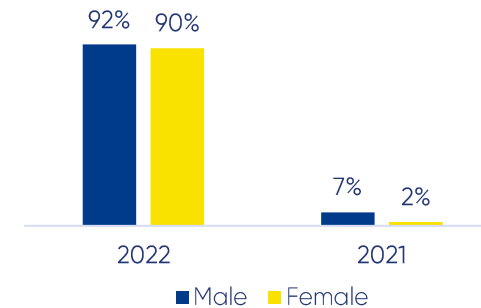
## Pay Quartiles

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



## Bonus Pay

Proportion of male & female colleagues paid a bonus:



*In March 2022, as a token of gratitude for our colleagues hard work during the Covid-19 pandemic, we awarded those colleagues who were employed as at 31<sup>st</sup> December 2021, with an additional weeks' worth of pay.*

## Bonus Pay

Difference between male & female colleagues:

	2022	2021
Median	32.8%	-1.7%
Mean	23.4%	-188.0%

*There is such a contrast between the Year-on-Year Bonus Pay figures because in 2022 90% of colleagues received a bonus, whereas in 2021 only 3% received a bonus.*



# Our Commitment

At The Works we believe that diversity & inclusion is important. 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 – some of the results from our 2022 survey are shown within this report and we were pleased to have placed 12<sup>th</sup> on the 2022 Best Companies 25 Best Big Companies To Work For List.
- Conducting an annual D&I survey to gather insight and feedback from all colleagues to support our strategy.
- Partnered with an external SME, Umbrella HR, to conduct a full D&I audit to help inform and build our Diversity & Inclusion strategy.
- 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.
- Launching a new online learning platform, our 'Can-Do Academy' as well as an online communication platform, 'MyWorks', both enable accessible learning resources to all and platforms to communicate, educate and raise awareness.

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 2022.

*Debbie Jamieson, People Director*

82% feel a strong sense of family in their team

76% of our colleagues believe that their manager treats everyone fairly

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

