

Gender Pay Gap Report

5th April 2021



[TheWorks.co.uk](https://www.theworks.co.uk)

Introduction

As at 5th April 2021 we employed 3,624 colleagues, 71% of which were female, 41% of our senior leadership were female and at The Works, we continue to pay colleagues according to their role not their gender. 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.

At the snapshot date of this report, all of our stores were in hibernation due to the Covid pandemic and as a consequence over 90% of our colleagues were placed on furlough leave. As such, we have used contractual hourly rates to calculate our report to ensure we provide meaningful data.

We are incredibly proud of our 3,624 colleagues within The Works and recognise how vital they are to our business, our customers and the communities we serve. We are especially proud of how our family of Crafty, Caring and Can-Do colleagues have come together to support each other through the pandemic both personally and professionally.

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. We welcome the continued focus on Gender Pay and are committed to ensuring this remains a focus for us as part of our newly created ESG committee where Diversity & Inclusion is one of four key work streams. We recognise that having a diverse range of backgrounds together with an inclusive culture where colleagues feel like they belong is essential to our success and supports our business purpose and strategy. We will continue to learn and challenge ourselves on this topic, taking the time to understand the challenges we face and look to overcome these with meaningful actions to continuously improve.



Debbie Jamieson
People Director



Gavin Peck
CEO

3,624 colleagues
across the UK,
ROI & IOM.

71% 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 females 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 2021 Results

Hourly Pay

Hourly pay for male colleagues was:

- 11.5% higher, when measured as a mean average.
- Median is 0%, given the average is the same for both male & female colleagues (£9.19).

Pay Quartiles

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

Quartile	Male %	Female %
Upper	40%	60%
Upper Middle	26%	74%
Lower Middle	32%	68%
Lower	29%	71%

Bonus Pay

The below figures are significantly skewed given only a small percentage of colleagues received a bonus.

Bonus pay for male colleagues was:

- 188.0% lower, when measured as a mean average.
- 1.7% lower, when measured as a median average.

7% of male colleagues were awarded a bonus and 2% of females.

72% of our colleagues feel that Policies and Procedures within The Works are fair to everyone

76% of our colleagues feel proud and love working for The Works

77% of our colleagues feel their manager treats them fairly

Our Commitment

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 for our colleagues to feel like they 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 / have taken to achieve this include:

- Continuously seeking feedback via mechanisms such as engagement surveys – some of the results from our 2020 survey are shown within this report and we were pleased to have placed 13th once again on the 2021 Best Companies 25 Best Big Companies To Work For List.
- Established an ESG Committee, chaired by the CEO, with a Diversity & Inclusion focused work stream looking at policy, training, education, leadership, colleague champions and further surveying and feedback seeking to ensure our actions are focused and impactful.
- 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 from others within our industry.
- Reviewing our colleague handbook and policies annually to ensure they are fit for purpose.
- Launched a new internal recruitment site displaying opportunities for all.
- Launching a new online learning platform – our 'Can-Do Academy' – where career pathways will be available for all roles as well as a wider scope of learning and education available for all colleagues.

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 2021.

Debbie Jamieson, People Director