

Wickes

Light



Wickes Gender Pay Gap Report 2021

Foreword

2021 has been a momentous year for Wickes as we demerged from Travis Perkins to become an independent company listed on the London Stock Exchange and I am pleased to introduce our first Gender Pay Gap report as a standalone business.

At Wickes we have a very special culture which is grounded in our deeply held set of beliefs we call our winning behaviours. We are committed to promoting a culture of inclusion, diversity and equality and are focused on ensuring we put in place the policies, procedures and working practises to create an environment where all our colleagues can be themselves and feel at home.

We are pleased to report that our mean gender pay gap has improved from 10.25% to 6.44%, however we know that we still have a great deal to do to remove this gap and build gender equality at every level within our business.

In a traditionally male-dominated industry we recognise the challenge and importance of attracting and retaining more female talent so that our business and the industry as a whole benefits from greater diversity of skills, knowledge and experience. To help drive this change we are focused on three main goals; - to ensure our executive team leads the industry in gender and ethnicity mix (the representation of women on our executive Board is currently 37.5%); to deliver a significant shift in the diversity of our leadership team with more women in influential leadership roles; and to ensure a gender and ethnically diverse makeup of our early careers colleagues to secure a diverse talent pipeline for future leaders.

We are making good progress and have clear targets and actions to address gender equality within our business. We're delighted that Wickes has been recognised in the Financial Times' Diversity Leaders in Europe report, and this year we made it into the Top 100 of the 850 companies included in the report and were ranked as No. 2 in the Top 10 retailers in the UK.

I'd also like to take this opportunity to thank our Balance for Better network, our colleague-led forum doing great work to drive awareness and encourage rich conversations around gender equality. While there will always be more to do, we truly believe that continuing to create a more diverse and inclusive place to work benefits all parts of our business; the talent we retain and attract, the quality of the thinking we do, and the positive culture that allows us to achieve success together.



A handwritten signature in blue ink that reads "S Astill".

Sonia Astill
Chief People Officer

Our results

Wickes remains committed to promoting diversity and inclusion amongst our workforce. This is reflected in our approach to reward to ensure it best supports our colleagues needs regardless of their age, sexual orientation, gender identity, sex, ethnicity or disability.

Our gender pay gap

Our gender pay data is for Wickes Group* and has been collected according to the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. It covers the 12 months to April 2021. Our mean and median pay gap results show the difference between average hourly pay levels for women at Wickes compared to men.

We're pleased to report that for 2021, we've seen a significant reduction in our mean gender pay gap from 10.25% to 6.44%. This is mainly due to greater female representation across all of our management grades. Our median pay gap of 8.36% is broadly in line with the previous year; this figure is predominantly affected by the overall composition of our workforce which has remained largely the same. Although around 60% of our colleagues work in our stores and receive the same basic rate of pay, we have a number of roles where pay is positioned above our average and they are predominantly performed by more men than women, for example roles within our Installation and Distribution divisions.

In response to the impact of COVID-19 we furloughed a section of our workforce and took a number of positive steps to do the right thing by our colleagues, including making Thank You Payments to front line workers. These steps have not had a material impact on our gender pay results.

Gender Pay Gap – Mean

6.4%
2021

10.3%
2020

Gender Pay Gap – Median

8.4%
2021

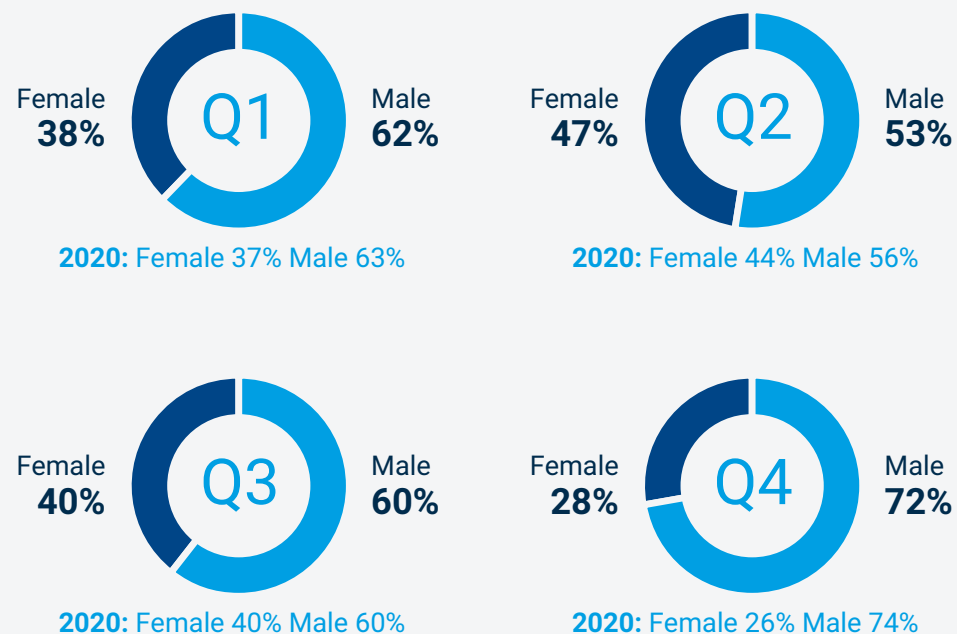
8.3%
2020

Pay quartiles by gender

Our pay quartile charts show the proportion of men and women across Wickes in four equally sized groups, sorted by level of pay.

The proportions of men and women in each quartile have not changed significantly from the previous year. However we do now have a greater representation of men in the highest paid (72.23%) and lowest paid roles (62.27%). This trend at the upper quartile reflects the fact we have more men than women across all of our management grades. The higher representation of men in the lower quartile is broadly in line with the overall composition of our store colleague population which is 61% male.

Proportion of men and women in each quartile pay band



Our results

Our bonus pay gap

Our mean and median bonus pay gap results show the difference between average bonus pay levels between men and women. Our bonus gap can mainly be attributed to the fact we have a higher proportion of males in management roles where variable pay applies, including our store manager population. The reduction in our bonus pay gap is due in part to the Christmas recognition payment we made to all colleagues in December 2020 to acknowledge and reward colleagues for their hard work and commitment during a challenging 2020.

Proportion of male and female colleagues earning a bonus

The majority of Wickes colleagues have the opportunity to earn variable pay, reflected in our figures. Our numbers are also impacted by our Christmas recognition payment referred to above.



Gender bonus gap – Mean

29.1%

2021

30.1%

2020

Gender bonus gap – Median

16.4%

2021

19%

2020

Men and women who received a bonus

2021

Male **93.6%**

Female **93.3%**

2020

Male **87.3%**

Female **86.7%**

Our focus

To drive greater change and build a more diverse and inclusive workforce, we are focused on three main goals:

1

To ensure our executive team leads the industry expectations in gender and ethnicity mix

2

To deliver a significant shift in the diversity of our leadership team with more women in influential leadership roles

3

To ensure a gender and ethnically diverse makeup of our early careers colleagues to secure a diverse talent pipeline for future leaders



Here at Wickes, we're building a space where anyone - no matter who they are or where they're from - can feel at home. That doesn't mean we serve customers in our slippers with a cuppa. But it does mean that everyone can bring their authentic selves to work, knowing their safety, happiness and wellbeing is at the heart of our thinking. Like any good project, we know there's always more to be done. We've laid the foundations. Now, brick by brick, we'll continue to evolve and make changes until everyone at Wickes feels at home.

Our progress

We are working towards balance



The Balance For Better network

Our Gender focused colleague network launched in December 2019. 2021 was a fantastic year for the group, who have been working hard to raise awareness of gender based issues. They have run podcasts, lunch & learn sessions and secured funding for menstruation products in all of our colleague facilities. The team have marked International Women's and Men's day and held a live webinar to support career development.

Gender Ally Programme

This year we have launched our Gender Ally programme. Designed to build understanding of issues facing females in both the workplace and wider society, it helps individuals gain key skills in sponsorship and championing female colleagues. We expect to have 85 allies by the end of 2021, with more sessions scheduled for 2022.

Family friendly policy enhancement

We have significantly enhanced our maternity, paternity and adoption leave policies to allow colleagues to take more than double the amount of paid absence we offered prior to November 2020. We also added support for those experiencing miscarriage and loss of a child and as well as colleagues experiencing fertility issues.

Colleague support

We have partnered with Peppy to provide an enhanced level of support for key life events for all our colleagues and their partners. The service provides easy access to expert healthcare support for pregnancy, new parents, and those experiencing menopause.

This support has been noticed externally, and we are proud to say our partnership with Peppy won 'Employee Benefit Award' as well as 'Overall Winner' at the 2021 Personnel Today Awards.

Balanced Store Leadership Teams

We believe that a balance of genders in any leadership team is only going to benefit our business and our colleagues. We are working to ensure all of our store facing teams have a balance of male and female colleagues leading the store and we have achieved this in 66% of our stores so far.

Balanced Recruitment & Development

To ensure that every colleague has a fair opportunity we believe in transparency. We are committing to all our roles being advertised and we are implementing a policy in which all management grade and above roles are required to have a balance of genders and at least one person from an underrepresented ethnic minority at interview. This gives everyone a fair opportunity to apply and be selected for roles. We also look for balance for our internal talent and development programmes.

Our progress

We will continue to turn the dial

Flexible working in store

We carried out a number of colleague listening sessions to understand what flexible working meant to our colleagues and how we would introduce this into our stores. Our collaboration with Timewise is now supporting us to design innovative solutions to create an even more inclusive and flexible culture.

Period Positive

We have listened to our colleagues about their lived experiences around being on their period whilst at work. Some shared embarrassment about being caught off guard or even having to take products to our internal facilities from their desks or lockers. For this reason we are making organic emergency use period products available and free for all colleagues in our facilities.

Combined Mentoring

We are looking to launch a mentoring programme for our leadership teams in 2022. This programme will allow colleagues from around our business to partner with a leader to share their experiences of being from a diverse group. In return the leader will support the colleague with their career development.

Charters

We are a founding member of Diversity in Retail (and we participate in their Global Female Leaders Programme). We have also signed up to the British Retail Consortium's Diversity and Inclusion charter.

Part of our commitment to both these organisations is to share our learnings and our data to not only improve our business, but to support the wider retail community.

Installations Apprenticeships

Our Installations Apprenticeship is an opportunity for internal and external colleagues to join Wickes and train to become a Wickes approved installer. The two year programme is a mix of practical and classroom training and is open to all colleagues. This year we have focused on attracting female talent into these opportunities and are proud to say we have three females on the scheme.



“As you can read from this report, we are passionate about ensuring there is gender equality at Wickes and a tremendous amount of work is going on across the business to make this happen. We are making great strides towards creating a culture and a workplace where everyone can feel at home and where all colleagues are given equal opportunities to flourish. We look forward to updating you in a year's time on the further progress we have made towards this goal.”

David Wood
CEO

