

The Wickes logo is a white wordmark inside a dark blue shield-like shape.

Wickes



Wickes Gender and Ethnicity Pay Gap Report 2025

Foreword

At Wickes, we're committed to building a culture of inclusion, diversity and equality. This is now our third year of reporting both gender and ethnicity pay gap data and it provides us with invaluable insight and direction as to where we need to focus to drive, deliver and embed meaningful and sustainable change.

This data shines a light on where we are making progress and also where there is more work to be done to build gender and ethnic equality at every level. We have seen an increase in our median pay gap from -0.77% to 3.23%, conversely, our mean gender pay gap has decreased from 8.65% to 7.92%.

In our ethnicity data we have seen a further reduction in our mean pay gap to -4.89%, in favour of ethnic minority colleagues, whilst our median pay gap of 0.67%, in favour of white colleagues, has decreased slightly and continues to be marginal.

On page 7 of this report, you can read more about the work that we are doing to create an inclusive and diverse place to work. I'm particularly proud of what our store teams are doing to proactively increase our ethnicity representation, which has grown by 1.5% in 2025. By taking a supported targeted approach, each store has been provided with local census data so they can develop a plan to increase their ethnicity representation to better reflect their local communities by 2030.

Finally, I'm delighted to share that in 2025 we won a number of awards that recognise the work that we're doing, including Business of the Year at the Metro Pride Awards and we were ranked as the No.1 UK retailer in the Financial Times Europe's Best Employers 2025 list.



A handwritten signature in blue ink, reading 'S Astill', positioned below the portrait.

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 has been collected according to the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, and covers the 12 months to April 2025. Our mean and median pay gap results show the difference between average hourly pay levels for women at Wickes compared to men.

For our 2025 report we’ve seen an increase in our median pay gap from -0.77% to 3.23%. Our median figure is affected by a significant number of colleagues in our stores receiving the same rate of pay. The increase we’ve seen year on year is mainly as a result of an operational decision to remove the Kitchen and Bathroom Advisor role from our stores, as this role was predominantly undertaken by female colleagues. We saw a year-on-year increase in the number of colleagues earning bonus, amongst both male and female store colleagues. Notably, male bonus at the Store Colleague level has proportionally aligned with that of females.

Our mean gender pay gap has decreased from 8.65% to 7.92%. This is mainly down to greater female representation in key store leadership roles. A further contributing factor is the proportion of senior female colleagues electing to exercise share awards in April 2025 which has led to a marginal reduction in our mean gender pay gap.

Gender Pay Gap – Median

3.2%
2025

-1%
2024

0.1%
2023

Gender Pay Gap – Mean

7.9%
2025

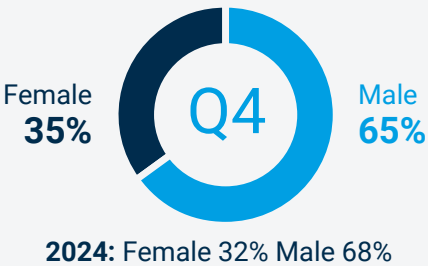
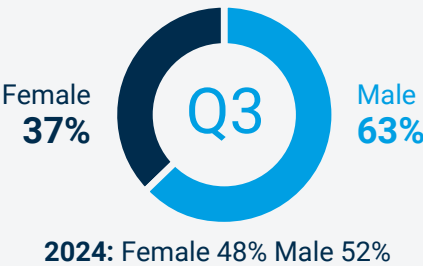
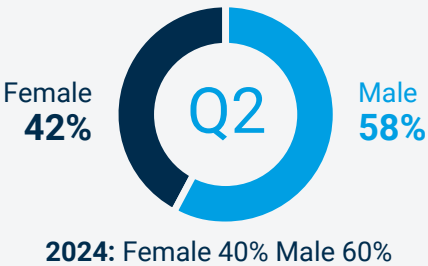
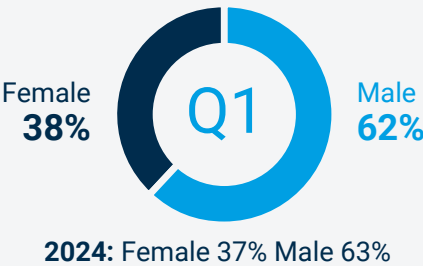
8.5%
2024

6.5%
2023

Pay quartiles by gender

Our pay quartile charts below show the proportion of men and women across Wickes in four equally sized groups, ranked by levels of pay. The proportions of men and women in each quartile have not changed significantly from the previous year, with the exception of quartile 3 where this shift is due to removing the role of Kitchen and Bathroom Advisor. However, we continue to see a year on year increase in the representation of females in the highest paid quartile, at 34.79%. This positive trend at the upper quartile reflects the fact we have increased female representation in 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 60% male.

Proportion of men and women in each quartile pay band



* Includes both Wickes Building Supplies Limited and Wickes Group plc

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 over a 12 month period. Our bonus gap can mainly be attributed to the fact we have a higher proportion of males in management and senior leadership roles where variable pay applies, including our store manager population. The increase in our bonus pay gap is largely due to a lower annual bonus payment in March 2025 which resulted in a lower payment for females when compared to our male dominated operational plans.

Proportion of male and female colleagues earning a bonus

The majority of Wickes colleagues have the opportunity to earn variable pay, hence the negligible difference between men and women reflected in our figures.



Gender bonus gap – Median

6.37%

2025

3.6%

2024

Gender bonus gap – Mean

23.5%

2025

20.7%

2024

Men and women who received a bonus

2025



2024

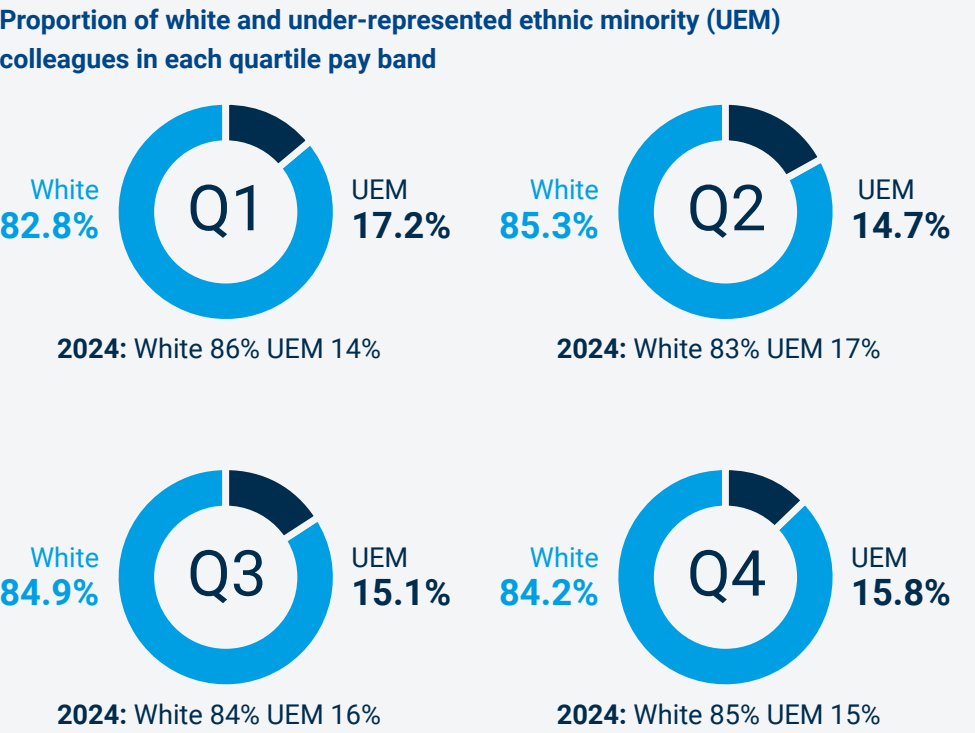


Ethnicity Pay Gap

We have voluntarily decided to publish our ethnicity pay gap for the third time and we're committed to reporting on this each year. We believe this is an important part of being transparent in this area. Our ethnicity pay gap covers all ethnicities and we have based these calculations on the Government guidelines, which mirror those that apply to gender pay. Whilst sharing gender data with us is mandatory, sharing ethnicity data is not. We actively encourage colleagues to share their diversity data. This helps us understand how to drive improvements across our business.

In 2025 86% of our colleagues chose to share their ethnicity data with us. Our median pay gap of 0.67% in favour of white colleagues has decreased slightly and continues to be marginal. Our marginal shift can be attributed to a slight shift in favour of UEM colleagues at Duty Manager level.

In our mean pay gap we have seen a reduction to -4.89% in favour of UEM colleagues. This is largely due to an increase in UEM colleagues exercising share awards in the April 2025 snapshot vs April 2024. These positive results reflect our keen focus on ensuring equal treatment of all colleagues.



Ethnicity pay gap (total pay)

0.67%

2025 - Median

0.87%

2024 - Median

-4.89%

2025 - Mean

-3.14%

2024 - Mean

Ethnicity bonus pay gap

38.18%

2025 - Median

11.11%

2024 - Median

13.55%

2025 - Mean

5.1%

2024 - Mean

% Earning a bonus

94.02%

2025 - UEM

94%

2024 - UEM

94.75%

2025 - White

97%

2024 - White

Our focus

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

1

A gender balanced team across all roles and functions at Wickes



2

A business that reflects the communities we serve through ethnic diversity and leadership ethnicity balance



3

A colleague life cycle experience that drives equity and equality



Our progress in 2025

Our networks

Our Balance for Better and our RAACE Networks continue to deliver support across gender and ethnicity in our business, as we drive for better representation of both.

In particular, the RAACE Network have led one further cohort of our Diverse Mentoring Community programme in 2025, with 41 ethnically diverse colleagues having now benefitted from this programme of self discovery, personal brand building, and enhanced community and business connections. This is an activity we see as critical in building a truly diverse talent pipeline.

Through continually raising awareness, our Balance for Better Network has helped make our Menopause support offering through our healthcare partner Peppy, our most successful service yet. Beating our initial target of sign-ups by 176%, demonstrating how valuable this type of colleague support has become.

Local representation

We have targets in place to increase our ethnicity representation at a local level to better reflect the UK population by 2030. To underpin this our stores and support functions have been provided with their local census data and have been working on plans to better reflect this locally.

This authentic approach continues to be embraced by the business, and in 2025, our ethnically diverse population has grown by 1.5% keeping us on track to reach our 2030 target, with our stores continuing to develop and deliver their locally produced plans.

Across the business, we have applied balanced shortlist principles to all leadership and selected other roles for the last two years to improve gender and ethnicity balance. In 2025 we ran a trial in selected stores to include balanced shortlist principles to all store roles. This will enable us to gain further insight and understanding of the impact this might have on the overall balance of our organisation.

Flair Impact survey

In 2023, we partnered with Flair Impact to deliver the first racial awareness survey of its kind in retail. The three key actions from this plan were to deliver Bystander Training, provide better reporting routes, and to provide better support.

We're delighted to have made progress across all three actions. Every one of our leaders have been through Bystander Training in 2025, to better equip them to deal with racism and microaggressions. We refreshed and relaunched our whistleblowing service to include the support of reporting racist incidents. And we reviewed our Employee Assistance Programme (EAP) partners to ensure that they could provide the relevant external support when racism and racist incidents occur.

We also conducted our follow up survey in 2025, and whilst there is still work to do across the business, we were pleased to see improvements in most of the key measures.

Listening programmes

In 2025, we partnered with Mahogany partners to help us to better understand and tackle the challenges faced by our ethnically diverse leaders.

Mahogany Partners provide our leaders with a safe and confidential space to raise concerns and challenges, moving on to provide 1-2-1 coaching and support where appropriate.

Through a feedback loop, this information is shared anonymously with our Executive Board to drive awareness and to initiate any change that may be required.

Also in 2025, we have undertaken a huge organisation wide listening programme, one of our key steps in driving improvements to our colleague lifecycle. Diverse groups of colleagues from across all areas have participated, to help us understand exactly which areas of the lifecycle need addressing and we expect to commence delivery changes in 2026.

Committed to making meaningful change

At Wickes we employ around 8,000 fantastic colleagues across our c.230 stores, support centre and distribution centres. Our business is performing well and we continue to invest in our growth levers to strengthen our customer proposition, create a great place to work and expand our store network, opening around 5-7 new stores per year which creates new jobs and career opportunities.

The success of any business is down to its people and we are passionate about creating a place to work where people can be happy and at their best. Last year, we were the first major UK retailer to introduce flexible working for all our store leadership teams and this year we have been focused on embedding this policy into our business to continue to make it easier for colleagues to find a work life balance that works for them and their families.

I firmly believe that to create sustainable competitive advantage, the way to go about that is through your people and culture. By fostering a diverse and inclusive place to work we gain greater exposure to a wider pool of talent, varied experience and knowledge, which helps drive innovation, collaboration, critical thinking and problem-solving. We see a direct correlation between the value we place on fostering a diverse and inclusive place to work and the successful performance of our business.

As you have read in this report, we are focused on eliminating our gender and ethnicity pay gaps and we are proud of the work we're doing to make meaningful progress. However, there is always more that we can do and I'm confident that we have the ambition, strategy and team to achieve our goal.

I'd like to take this opportunity to thank all our colleagues for their energy and efforts to create a truly diverse and inclusive place to work.

I look forward to updating you in a year's time on the further progress we have made.



David Wood
CEO

