

Wickes



Wickes Gender and Ethnicity Pay Gap Report 2023

Foreword

At Wickes, we're committed to building a culture of inclusion, diversity and equality. This is our third Gender Pay Gap report since becoming an independent listed company and I am delighted that this year we are also reporting our first Ethnicity Pay Gap data, which will be vital as we seek to build our understanding and support for colleagues who are from ethnically diverse backgrounds.

The good news is that our median gender pay gap has improved from 2.6% to below 0.1% and our mean gender pay gap has also decreased to 6.5%. As we continue to make good progress against our targets and actions to address gender equality within our business we recognise that there is still more to be done to remove these gaps and build gender equality at every level.

Our positive ethnicity pay gap result of 0.04% (mean) and -0.74% (median) reflect the importance we place on equal treatment in this area, which forms another key part of our wider inclusion and diversity strategy.

In 2023, we have continued to focus on driving inclusivity across the business, and increasing diversity to reflect the communities we serve. We're proud to have our work on diversity recognised by being shortlisted in two categories at the Burberry British Diversity Awards in 2023; Wickes was shortlisted for Company of the Year and Fraser Longden, Chief Operating Officer was shortlisted for Diversity Champion of the Year.

Our Balance for Better and RAACE* networks continue to raise awareness and encourage rich conversations around gender equality and ethnicity and you can read more about the work they're doing on page 6. I'd like to thank all our colleague networks for their continued focus and efforts to support meaningful change. 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.

* Raising awareness and action on culture and ethnicity



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 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 2023.

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 2023 our mean gender pay gap has decreased from 7.42% to 6.51%. This is mainly down to increased female representation in our two highest paid quartiles and some operational changes within our warehouse function. In a similar way our median pay gap of 0.07% has seen a significant reduction. Our median figure is affected by a significant number of colleagues in our stores receiving the same rate of pay. However this year, increased female representation in some of our key roles including Store Manager, Design Consultant and Regional Installation Manager have also contributed to this reduction.

Gender Pay Gap – Mean

6.5%
2023

7.4%
2022

6.4%
2021

Gender Pay Gap – Median

0.1%
2023

2.6%
2022

8.4%
2021

Pay quartiles by gender

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

The proportions of men and women in each quartile have not changed significantly from the previous year. However, we continue to have a greater representation of females year on year in the highest paid roles 31.84%. This 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



2022: Female 38% Male 62%



2022: Female 44% Male 56%



2022: Female 43% Male 57%



2022: Female 29% Male 71%

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 and senior leadership roles where variable pay applies, including our store manager population. The reduction in our bonus pay gap is largely as a result of a lower variable pay earnings across the business compared with 2022.

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 – Mean

28.5%

2023

31.6%

2022

Gender bonus gap – Median

10.3%

2023

17.9%

2022

Men and women who received a bonus

2023



2022



Ethnicity Pay Gap

For 2023 we have decided to voluntarily report our Ethnicity Pay Gap for the first time. 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 2023 85.5% of our colleagues chose to share their ethnicity data with us.

In our mean pay gap we have a negligible difference of 0.04% in favour of white colleagues. Our median pay gap of -0.74% in favour of UEM colleagues is also negligible. Whilst the large proportion of our colleagues that are paid a spot rate is a factor, these positive results also reflect our keen focus on ensuring equal treatment of all colleagues.

Ethnicity pay gap (total pay)

0.04%
2023 - Mean

-0.74%
2023 - Median

Ethnicity bonus pay gap

13.9%
2023 - Mean

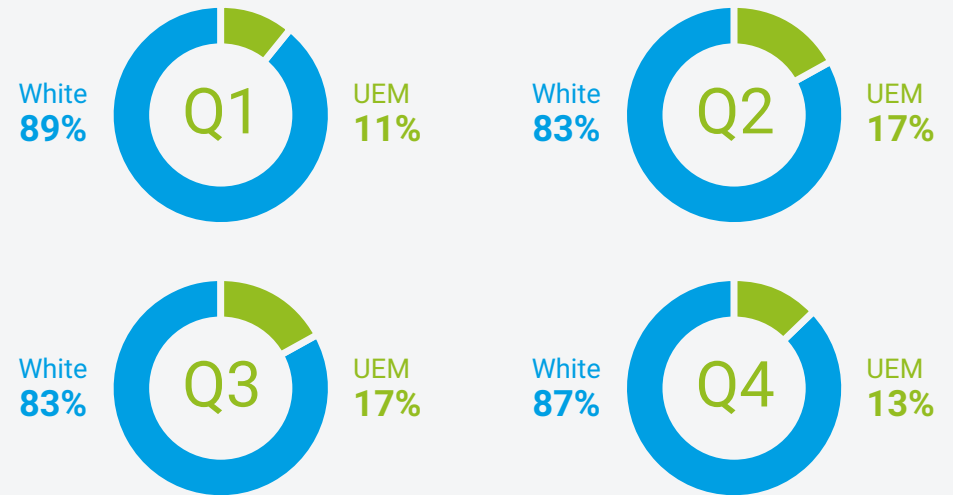
27%
2023 - Median

% Earning a bonus

95%
2023 - UEM

96%
2023 - White

Proportion of white and under-represented ethnic minority (UEM) colleagues in each quartile pay band



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



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 service 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.

A year of good progress



Our Balance For Better Network

Our gender-focused colleague network had another successful year in 2023. For International Women's Day they held a virtual panel with colleagues from across the business, who shared their personal experiences and insights and will be holding a future panel event to explore how we can better support colleagues and their families through the workplace challenges perimenopause and menopause may cause. Through our Peppy healthcare app we continue to support colleagues who are experiencing the menopause and have 175 colleagues signed up to the Menopause service.

Leadership Development

In 2023, we've continued to invest in development opportunities for women and ethnically diverse colleagues through both our internal development programmes and through our long term partnership with Diversity in Retail. Six colleagues have now graduated from the Ethnic Future Leaders Programme and four from the Global Women Leaders Programme and in 2023 we've enrolled one of our Directors onto the Ethnic Senior Leaders programme and two more women through the Global Women Leaders Programme.

Balanced Store Leadership

We continue to make progress in driving better balance and representation for both gender and ethnicity across our store leadership population. At a national level, we have increased this representation and for gender balance we now stand at 74% and for ethnicity balance we now stand at 22%

A year of good progress



Early Careers

We supported 293 early career opportunities in 2023, through work experience, traineeships and apprenticeships. These programmes attracted and supported a higher number of ethnically diverse candidates, compared to our current national colleague mix (13.96% v 12.32%).

Studies and Research

In 2023, we sought to better understand the key themes on why women leave work and in particular, why women have left Wickes. Working with Encompass Equality, 112 of our female colleagues took part in a nationwide cross-industry study to help businesses understand the key factors and influences that make up the decision for women to leave their jobs. We also partnered with Encompass again to speak exclusively to a number of our female leavers to gain clear insight into why they actually did leave. Both studies are helping us to focus on the key factors that will make a bigger difference for women in Wickes.

The RAACE Network

Our RAACE (Raising awareness and action on Culture and Ethnicity) network joined the Black History month campaign 'Saluting our Sisters' this year. As part of the campaign, we shared the experiences and profiles of a number of our Black Wickes Women. These profiles, shared across our business, helped to show that we are breaking down any perceived barriers to be able to get on in Wickes if you're a black or ethnically diverse woman.

Flair Impact

This year our RAACE network partnered with Flair Impact, who specialise in cultural surveying, to help us understand the true culture in Wickes for ethnic diversity. We are the first retailer to partner with Flair and the survey was open to all Wickes colleagues to help us build up a picture from all perspectives. The results of the survey have just come in, and we will be working through the recommendations to embed them into our current plans for the RAACE Network.

Committed to making meaningful change

As you can read from this report, we are passionate about creating a culture and working environment where every single one of our colleagues can feel at home and is given the opportunity and support to flourish.

I'm a firm believer in the importance of measurement and data to fully understand an issue and to provide the insight and information that allows you to put in place a plan to address it. Which is why, I'm delighted that we have begun to measure and report upon our ethnicity data and pay gap for the first time.

This year, we have seen significant progress in reducing our median gender pay gap and I'm tremendously proud of all the work that is going on across the business to achieve this result. I'd like to take this opportunity to thank our six colleague networks whose determination, energy and focus on finding ways to continuously improve our diversity and inclusion is creating a place where everyone can feel at home.



David Wood
CEO

