



Wickes



Wickes Gender Pay Gap Report 2022

Foreword



At Wickes, we're committed to building a culture of inclusion, diversity and equality.

This is our second Gender Pay Gap report since becoming an independent listed company and whilst our mean gender pay gap has remained broadly unchanged in 2022, we continue to make good progress against our targets and actions to address gender equality within our business.

I'm incredibly proud that Wickes has again been recognised in the Financial Times' Diversity Leaders in Europe report. This year we made it into the Top 20 in Europe and have been ranked in the Top 5 UK retailers. These awards are credit to the incredible work that our colleague-led forums drive. Our Balance for Better network continues to raise awareness and encourage rich conversations around gender equality, and I'd like to thank the team 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.

A handwritten signature in blue ink that reads "S Astill". The signature is fluid and cursive.

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 2022.

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 2022 our mean gender pay gap has remained fairly flat with a modest increase from 6.44% to 7.42%. This is mainly down to a slight change in our executive and senior leader composition as our headcount has grown at that level. Our median pay gap of 2.57% has seen a significant reduction, this figure is predominantly affected by the overall composition of our workforce with 60% of our colleagues working in store receiving the same basic rate of pay. The main reason for the shift is a difference in the monthly variable earnings year on year.

Gender Pay Gap – Mean

7.4%

2022

6.4%

2021

Gender Pay Gap – Median

2.6%

2022

8.4%

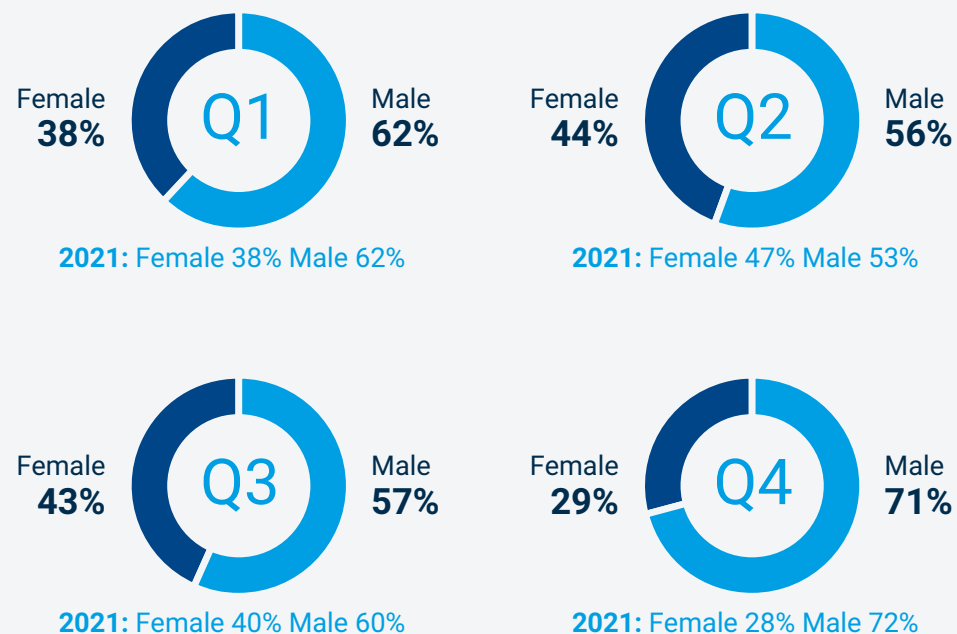
2021

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 females in the highest paid roles (29.11%). 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



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 increase in our bonus pay gap is due in part to higher annual bonuses being paid for the 2021 financial year.

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. We also recognised colleagues by making a Christmas recognition payment, hence the high proportion of bonus recipients.



Gender bonus gap – Mean

31.6%

2022

29.1%

2021

Gender bonus gap – Median

17.9%

2022

16.4%

2021

Men and women who received a bonus

2022

Male 94.1%

Female 95.2%

2021

Male 93.6%

Female 93.3%

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 Wicket, 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 Wicket feels at home.

Our progress

We are working towards balance



Charters

We have joined the Gender Networks Partnership to work with other organisations who are supporting female colleagues through gender based networks.

We have signed up to the Race to Work charter as part of our commitment for race equality in the workplace.

We have also worked with Business in the Community to create our internal Race Ally programme, to support improvements in the workplace for our ethnic minority colleagues.

The Balance For Better network

Our Gender focused employee network launched in December 2019. 2022 was a fantastic year for the group, who have been working hard to raise awareness on gender equality issues. For International Women's Day they held a virtual panel with our new female Retail Director, a Senior Editor from Grazia, and the Lead Principle at the UK's leading flexible working consultancy. Our panellists shared their personal experiences and discussed how we can all help break the bias. For International Men's day we held an intersectional panel with male colleagues across Wickes to discuss the role of men in breaking the bias and working towards improved gender relations.

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.

We have increased the number of gender balanced leadership teams from 66% in October 2021 to 72.88% – 11.12% of our stores in our Northern division and 14.21% of our stores in our Southern division now have a leader from an ethnic minority.

Race Ally Programme

In October this year, as part of Black History Month, we launched our Race Ally programme. This is designed for our managers and colleagues to understand key issues such as privilege and microaggressions, and to provide tools on how to have conversations about race. They leave with insight and actions on how to reduce their unconscious bias and how to deal with any inappropriate behaviour related to race in the workplace and wider society.

Initially we have rolled this out to our leadership teams, and we plan to launch the programme to all colleagues in 2023.

Our progress

We are working towards balance



Diversity in Retail Programmes

As part of our partnership with Diversity in Retail, our colleagues have the opportunity to join their training programmes. In 2022, four colleagues joined their Global Female Leaders Programme, one colleague joined their Female NED programme, and seven colleagues joined their Ethnic Future Leaders programme. These 6 month programmes provide the opportunity to engage with peers from other organisations, and to be mentored by senior leaders in other organisations. We also have 12 of our senior leaders mentoring delegates from other organisations.

Early Careers

Colleagues in our entry level roles, on our apprenticeship schemes and on our early careers programmes are our most diverse population. We over index on female and under-represented ethnic minority colleagues in this population when compared to our colleague population overall. Driving growth through this pipeline will ensure we can continue to grow diverse talent pipelines for the future and reflect the communities that we serve. In October 2022, we had the following percentage of female colleagues on our internal programmes:

Becoming a Design Consultant - **77%**
Kitchen Installer - **12%**
Team Leader - **36.5%**
Level 6 Management Degree - **33.3%**

Internships

We have been working with Change 100 and The 10,000 Black Interns programme, to support people with disabilities, and those from ethnic minority groups, to gain paid work experience.

These programmes are incredibly insightful and beneficial to our existing colleagues, and to the individuals who join us. We will continue to support both schemes in 2023.

Further Family Friendly Policy Enhancement

In November 2020, we significantly enhanced our maternity, paternity and adoption leave policies to allow colleagues to take more than double the amount of paid absence. In 2022, we also changed the calculation for basic pay to 52 week variable pay. This means that for our lowest paid colleagues the amount they take home is significantly higher.

Our progress

We will continue to turn the dial

Female Acceleration Programme

We are working to improve gender balance in areas of the business where there is greater imbalance. In our Distribution business unit, currently 18.61% of colleagues are female. We have created a Female Acceleration Programme which will launch within Distribution to address some of the gender imbalance in this area. The programme consists of six modules and is available for front line colleagues up to management levels. Content will include how to recognise and address imposter syndrome.

Menopause Support

We have listened to our colleagues about their lived experiences of being menopausal and perimenopausal whilst at work. We have launched an awareness and education campaign related to the impacts of menopause and how managers can better support our colleagues. We also have the Peppy app, which offers personalised expert advice and support to all colleagues and their partners. Some of our colleagues shared their embarrassment about being caught off guard with heavy bleeding and bladder weakness. For this reason, we have added products to our Period Positive campaign, which offers free products for all colleagues in our facilities.

Driver Academy Apprenticeships

Our Driver Apprenticeship is an opportunity for internal colleagues to join Wickes and train to become a Driver for the following classifications, Van, C1, C and C&E. The programme is a mix of theory and practical training that is completed onsite alongside a colleague's day job. This year, we have focused on attracting more female talent into these opportunities and are proud to say we now have three females on the scheme. Our ambition is to have more internal females on this programme and to open it up to external delegates in the future. We have been holding listening groups to understand from our female colleagues what barriers they feel are stopping them from obtaining a career as a commercial driver and why they think that less than 1% of commercial drivers in the UK are women.



“At Wickes we have a very special culture, which is grounded in our deeply held set of beliefs we call our Winning Behaviours. I am incredibly proud of the tremendous work our inclusion and diversity colleague networks do to ensure that Wickes continues to be an environment in which each and every colleague can thrive and feel at home.”

David Wood
CEO

