



Wickes



Wickes Gender and Ethnicity Pay Gap Report 2024

Foreword



Sonia Astill
Chief People Officer

At Wickes, we're committed to building a culture of inclusion, diversity and equality. To help us achieve this, it's critical we measure, analyse and report the gender and ethnicity pay gap data that we gather from across the business.

We continue to compare favourably with other retailers for both mean and median total pay gaps. I am particularly delighted to report that our median gender pay gap has now reduced from 0.07% to -0.77% in favour of women, illustrating the progress we continue to make to address gender equality at Wickes.

However, there do remain mean and median pay gaps within our business and there is always more work to be done to address these gaps and build gender and ethnic equality at every level.

During 2024 we have again been recognised externally for the tremendous work that our colleagues do to make Wickes a more diverse and inclusive workplace with a uniquely special culture. I am very proud of our Head of Diversity & Inclusion, Ben Jackson who won the Inclusion In Award for 'Most Outstanding EDI Professional' and also of Zee Botchway, who leads our RAACE network who was awarded 'Role Model for Inclusion in Retail'.

Information about the work that our Balance for Better and RAACE* networks are doing to raise awareness and encourage rich conversations about equality can be found on page 7. It's not only our gender and race networks that are helping to create a more diverse and inclusive place to work. I'd like to thank all of our six colleague networks that do such great work to drive meaningful change in our business and build a culture where difference is valued and our colleagues have the freedom to be.

* Raising awareness and action on culture and ethnicity

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 2024. 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 2024 we've seen a reduction in our median pay gap from 0.07% to -0.77%. Our median figure is affected by a significant number of colleagues in our stores receiving the same rate of pay. The reduction we've seen year on year is partly as a result of the focused actions we continue to take as a business to tackle gender equality. A narrowing of the bonus gap between male and female store colleagues in the snapshot month of April 2024 is another factor.

Our mean gender pay gap has increased from 6.51% to 8.65%. This is mainly down to a higher proportion of senior male colleagues electing to exercise share awards in April 2024.

Gender Pay Gap – Median

-0.77%
2024

0.07% 2023
2.6% 2022

Gender Pay Gap – Mean

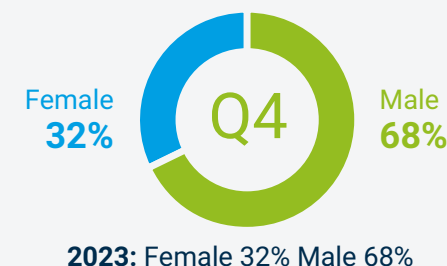
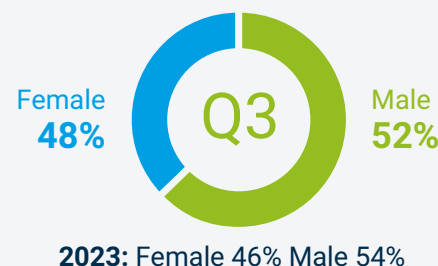
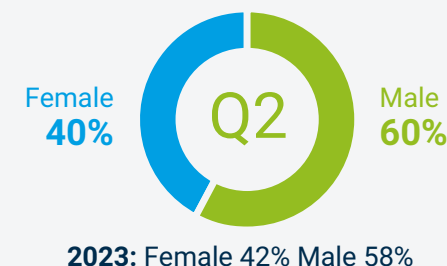
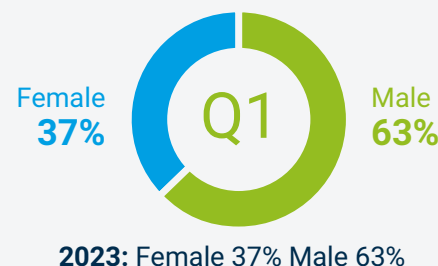
8.6%
2024

6.5% 2023
7.4% 2022

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. However, we continue to see a year on year increase in the representation of females in the upper quartile (Q3), at 48%. 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 (Q1) 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 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 reduction in our bonus pay gap is largely as a result of a higher annual bonus payment in March 2023, as this resulted in a higher proportion of females earning bonus when compared to our 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

3.6%

2024

10.3%

2023

Gender bonus gap – Mean

20.7%

2024

28.5%

2023

Men and women who received a bonus

2024



2023

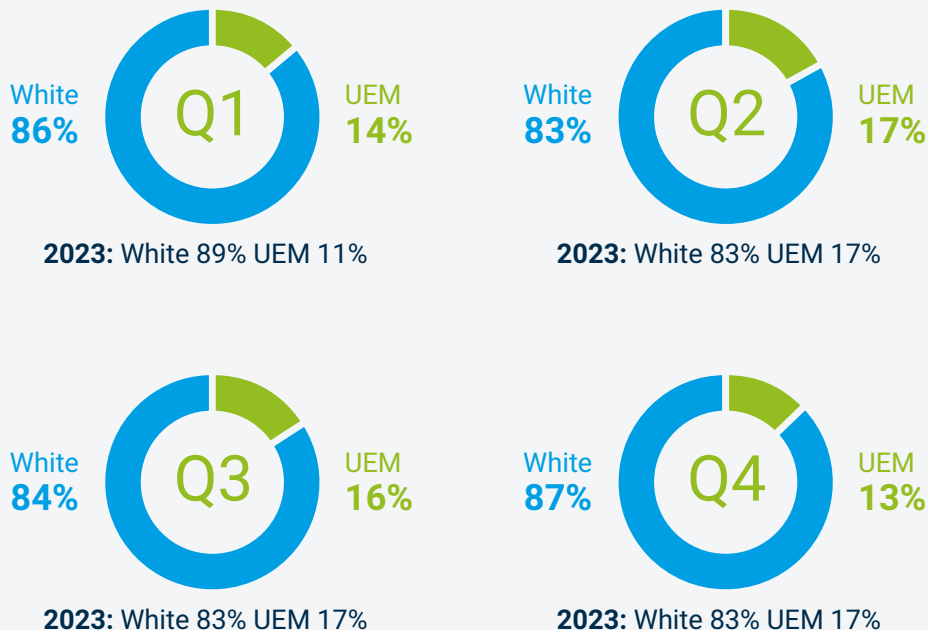


Ethnicity Pay Gap

Earlier this year, we decided to voluntarily report our Ethnicity Pay Gap for the first 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 2024 82.2% of our colleagues chose to share their ethnicity data with us.

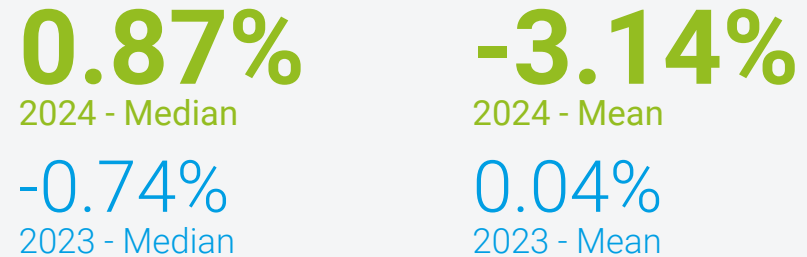
Proportion of white and under-represented ethnic minority (UEM) colleagues in each quartile pay band



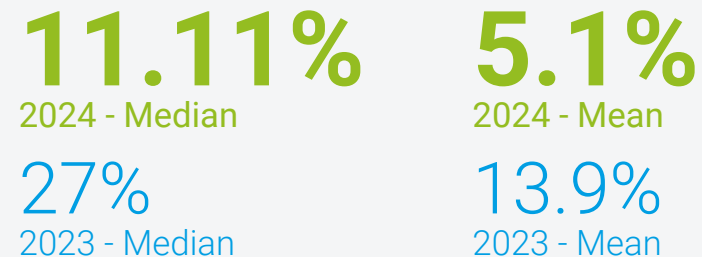
Our median pay gap of 0.87% in favour of white colleagues has increased slightly and continues to be marginal. Our result in a similar way to our Gender Pay Gap result can be attributed to be lower than normal monthly bonus payments to Store based colleagues. These positive results reflect our keen focus on ensuring equal treatment of all colleagues.

In our mean pay gap we have seen a reduction to -3.14% in favour of UEM colleagues. This is largely due to an increase in UEM colleague representation at management level.

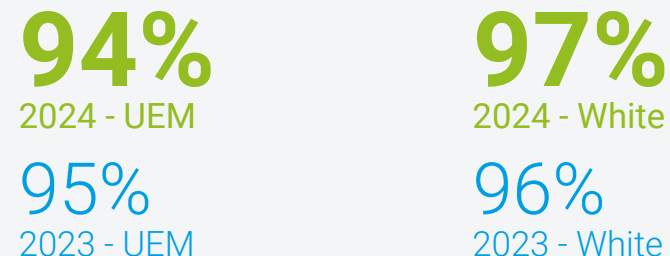
Ethnicity pay gap (total pay)



Ethnicity bonus pay gap



% Earning a bonus



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 Wicket's

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 2024



Our Networks

Our gender focused Balance for Better Network and our Ethnicity focused RAACE network have continued to drive awareness and change in our business this year. Balance for Better championed the introduction of our Menopause policy and through our partnership with Peppy, we can now provide even more support for those affected by the menopause including HRT prescriptions. Our RAACE network introduced Diverse Mentoring Circles, a career development programme targeting our ethnically diverse colleagues. With 2 cohorts in 2024, we'll continue to evolve the programme for 2025, as we look to support more colleagues.

Local Census

Following a mapping exercise in 2023, we've provided our Store Managers with their local census data, so that they can better understand their community demographics and put a plan in place to drive improved representation where there is opportunity to do so. We believe this authentic approach to driving diversity stays true to our values, and ensures that we better reflect the communities that we serve. This work will continue in 2025, as we look to extend our support and insight across our support functions.

Early Careers

In 2024, we supported 120 early careers through our work experience, traineeship, and apprenticeship programs. We continue to support a much larger percentage of ethnically diverse candidates through these programs in comparison to our overall ethnic population. Candidates from ethnically diverse backgrounds made up 20.42% compared to our population of 16.28%. Additionally, we launched a school outreach programme in partnership with The Inspirational Learning Group. This initiative aims to introduce students to careers at Wickes while helping them develop key skills such as communication, teamwork, problem-solving, creativity, numeracy, and digital literacy. Since September, we've successfully engaged over two thousand students.

Flair Impact

Last year we were the first retailer to partner with Flair Impact to better understand the true culture in Wickes when it comes to ethnic diversity. The results have led to a three point action plan which we are implementing across the business. Bystander training, reporting channels and support networks were the three key points and we are excited to be rolling out new solutions to all colleagues in 2025 to support this.

Committed to making meaningful change



David Wood
CEO

At Wickes we employ around 7,500 fantastic colleagues across our 230 stores, support centre and distribution centres and we are a growing business, creating new jobs as we open around 4-5 stores a year.

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. This year we have been leading change in the retail industry, introducing flexible working for all our store leadership teams and making it easier for colleagues to find a work life balance that works for them and their families.

Striving to make your business more inclusive and diverse isn't just a good thing to do, it's vital for commercial success. It opens a business up to broader perspectives, a difference of ideas and a wider talent pool, providing strategic advantage and ultimately better results.

As you have read in this report, we continue to make real progress in eliminating our gender and ethnicity pay gaps. We are making real strides to embed, drive and deliver longlasting, sustainable change at Wickes. I'd like to take this opportunity to thank all my colleagues for their energy and efforts to create a truly diverse and inclusive place to work. There will always be more that we can do and I'm confident that we have the ambition and strategy to achieve this goal. I look forward to updating you in a year's time on the further progress we have made.

