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Gender Pay Gap Report 2021


uk greetings

5th April 2020

Introduction

Diversity and inclusion is at the very heart of the way we work, think and run our business, because we believe that only if you bring your true self to work, will UK Greetings benefit from the best a person can be. We firmly believe everyone should be able to fulfil their potential at work regardless of their background, gender, identity, beliefs or circumstance.

We have built a solid reputation, over a hundred years, in creating and delivering innovative product to our customers. This long history has resulted in our people experiencing much change and growth. The magic ingredients to this success, is a combination of our people's passion and resilience and our core values which we recognise and celebrate throughout the year.

We foster this passion by bringing our teams together to collaborate and inspire. Individuals, irrespective of position, are recognised for their knowledge and expertise and are encouraged to join cross functional project teams where new ideas are born and continuous improvements are implemented.

We communicate clearly and transparently to our teams, so that they fully understand our strategic roadmap, our vision and how they contribute towards it.

We listen to our people and through regular pulse surveys we give our people a voice. Our people first strategy embeds and promotes a leadership style of fairness, inclusiveness, coaching and development.

We invest in our people, giving everyone the opportunity to thrive, learn and grow. Through various leadership programs, succession planning and regular training, our aim is to ensure everyone has the required knowledge and skills, in addition to having opportunities to gain professional qualifications.

Our products help people to connect – something that has become ever more important during the pandemic of 2020/21. Whilst we have had to adapt and transform our business in line with developing market and consumer trends, our focus remains high on sustainability, our impact on the local and wider communities we touch, and in the health and wellbeing of our people.

To stand firm to our beliefs around inequalities in the workplace, during 2020 we partnered with Business in the Community and became a proud signatory to the 'Race at Work Charter'. For the first time we will calculate our ethnicity pay gap later this year. At the beginning of 2021 we invested in Mental Health First Aider training with MHFA England to ensure our people have the skills and support that they need, not just for their physical health, but for their mental health and wellbeing.

A culture and thirst for continuous improvement in everything that we do from our processes and product and people, will ensure we always question what we do, to prompt positive change. We know we are not perfect, however what we will continue to do, is to place our collective energy into the areas that this report shines a light on – our people.



James Conn | CEO International

The Pay Gap Analysis

The Gender Pay Gap is the difference in the hourly pay and bonus pay of all men and all women across an organisation, expressed as a percentage of men's earnings.

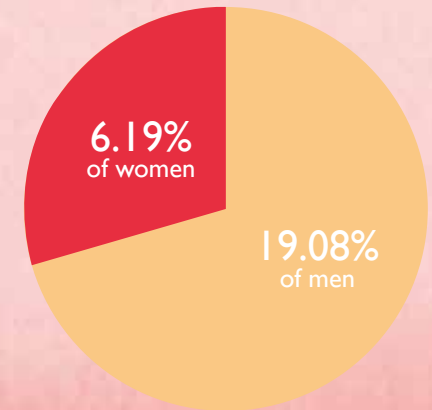
It is important to note that the gender pay gap covered here is different from an equal pay comparison. The gap is reported as a mean average and a median average (mid-point) figure and is calculated from individuals' hourly rates as at April 2020.

The main reason for the gender pay gap at UKG is due to the distribution of male and female employees across our business, not because of our pay policies and practices. What we continue to see each year is that we have a high proportion of women in our lower quartile roles, impacted by our field Merchandising Division which attracts a higher proportion of females due to the part time hours and flexibility the role offers. This supports caring responsibilities and work/life balance at different life stages.

An important note for 2021 reporting...

In accordance with the Government Equalities Office, employees who were placed on furlough under the Coronavirus Job Retention Scheme in the pay period of the snapshot date of 5th April 2020, are excluded from the pay calculations. As this period saw our highest number of employees on furlough it has significantly reduced the number of employees included in the pay gap reporting from 2022 to 786 (male and female collectively).

WHO RECEIVED BONUS PAY?



The female/male split within UKG influences bonus payments as there are more males in bonus eligible roles than females.

GENDER SPLIT

Workforce Count	Full Time	Part Time	Total
Males	83	0	83
Females	128	575	703

HOURLY PAY GAP

	Mean	Median
Women's Hourly Rate	45.6% Lower	27.8% Lower
Women's Bonus Pay	74.1% Lower	87.1% Lower

Pay Quartiles

Pay quartiles give an indication of women's representation at different levels of the organisation. Women are highest in every quartile as we have a higher proportion of women to men across the business.

PAY QUARTILES

	Men	Women
Top Quartile	29%	71%
Upper Middle Quartile	10%	90%
Lower Middle Quartile	3%	97%
Lower Quartile	1%	99%





People First- Our Vision

Our people are diverse and talented individuals and as a result our business is made up of incredibly skilled people of different genders, ages, ethnicities and backgrounds, who reflect the communities within which we live and work. Their unique qualities, talent, experiences and skills enable us to drive innovation and deliver value to our customers.

In recognition that our people matter, we have people first, our people strategy which is built upon 7 key pillars. As part of our commitment to people first we continue to promote and enhance a culture that fosters; learning and development, coaching, leadership and talent management, effective, open and trusted communication, positive mental health and physical well-being, and finally upon celebrating success.

To make sure we are moving in the right direction, we conduct pulse surveys through the year. Response rates are consistently above 80%, with individual's feeling empowered to have their say. Each year we look to implement improvements and draw our attention to the highlights which make UK Greetings the great place it is to work.

UK Greeting's Sustainability Strategy is based upon, and in support of, the United Nation's 17 Sustainable Development Goals. Our people and community goals drive part of this strategy and I am delighted that we have joined forces with Business in the Community and that we have assigned a member of the senior leadership team to sponsor diversity and inclusion.

Claire Rusby | HR Director



“To cultivate a climate where people can thrive and are fully engaged.”



People First- our approach & progress



We are committed to providing a working environment in which everyone feels valued, respected and able to contribute to the success of the business.

We have created cross functional project teams, enabling subject matter experts (and those with less knowledge but oodles of passion) to collaborate, share ideas and implement programs in support of our business growth and goals.

We aim to create a healthy environment, where it is understood that everyone needs to look after their mental health and wellbeing, in the same way that they look after their physical health.

We've invested in Mental Health First Aid Training with MHFA England.

Senior leaders have undergone Mental Health Awareness Training.

Our aim is to communicate effectively and to provide regular opportunities for our people to feedback and have their say. It's important to us that people feel equal, motivated, happy, engaged and that they belong.

We implement regular pulse surveys, roadshows and manager meetings which give our people a voice. 90% of employees said that *'UKG is a supportive, friendly and an inclusive place to work'*.
Source: 2020 UKG Pulse Survey.

Discrimination has no place in our organisation. We record and monitor recruitment data based on ethnicity and gender to ensure we are providing opportunities for everyone, regardless.

In 2020, Darren Cave, UK Greetings Commercial Director proudly took on the role as 'Executive Sponsor for Diversity & Inclusion.

All our people managers have taken part in our Valuing Diversity workshop.

Our aim is to help everyone understand the language of diversity and inclusion - so that we can all expand our knowledge and comfort level when engaging in dialogue about diversity.

Through our internal program of 'culture talks' we aim to raise awareness, celebrate and dig deeper, into the diverse cultural backgrounds and traditions of our people. We have redesigned our Diversity, Inclusion and Belonging eLearning programme to support this.

We have adopted an inclusive and equitable approach to opportunities for learning and development across the business, promoting opportunities for all. We will continue to invest in training, providing opportunities for our people to develop.

We have embarked on a range of targeted diversity learning programs and where possible celebrate and communicate awareness days such as; International Women's Day, Pride, Eid and Black History Month.

We are committed to ensuring we make a positive impact on our immediate environment by developing good relationships within our community. Taking positive action by implementing initiatives to enhance our people at work and our local communities.

We are forging partnerships with local schools and colleges to help provide advice and support to students who are about to embark on their careers journey.





Diversity - our vision & Culture

It is our aim to ensure everyone understands and embraces the language of diversity and inclusion, and that everyone feels they belong, by simply being themselves.

We recognise that exploration and education are key to broadening our understanding of diversity and have invested in a program of training to meet this need.

Through our diversity and inclusion strategy, we champion an inclusive workplace and actively promote diversity within our workforce. Not only important internally, it is crucial that our products reflect the diverse representation of our consumer and the communities within which they live.

Through training and education, we aim to create a supportive culture of respect, equity and fairness for all, where everyone understands the part they are able to play.

During 2020 we became a proud Signatory of the Business in the Community's Race at Work Charter, with myself taking on the role of Diversity Sponsor. As a member of the GCA's (Greetings Card Association) Diversity Sub-Committee, I take great pride in ensuring diversity and inclusion, sits high on our industry's commercial agenda.

Darren Cave | Commercial Director

Culture Talks


Through our internal program of 'culture talks' we aim to raise awareness, and dig deeper, into the diverse cultural backgrounds and traditions of our people. Helping our teams to understand, learn and appreciate difference. With over 30 different nationalities employed at UK Greetings the opportunities for cultural learning are endless.



“The diversity of our workforce makes us stronger — more innovative, resilient and creative.”



Tanya Akhtar from our Cannon Way DC talked to us about World Hijab Day in February.



Health & Wellbeing

Happy, healthy employees take our performance to the next level and we know that they are more likely to stay with us for the long term.

We offer our employees a range of employee benefits including; confidential advice and support through our Employee Assistance Program, corporate health and financial workplace schemes to protect employees and their families, to also make their money work harder for health and medical care.

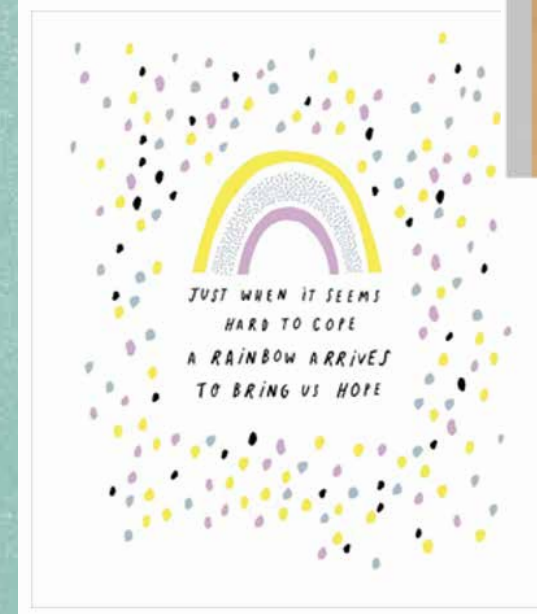
We have invested in Qualified Mental Health First Aiders, to ensure support is available for early prevention. Senior Managers have undergone mental health awareness training.

We've transformed our workplace with wellbeing in mind, creating colourful, uplifting spaces where our teams can relax and chat in comfort.

Throughout the year we offer wellbeing events and talks covering topics such as; mental health and awareness at work, nutrition, stress and resilience, mindfulness, yoga, finances for the future and pensions.

Employees are actively encouraged to participate in community and environmental projects. We are proud to support and fund the regeneration of the Dewsbury County Park. With wellies adorned and spades at hand, our teams have enjoyed tree planting days and will soon benefit from the fruits of their labour, as we see our Community Orchard grow and blossom.

When we surveyed our team in January 2020, 80% of employees said UKG cares about my wellbeing. During the pandemic we continued to raise awareness on striking a healthy life, work balance. The senior leadership team shared hints and tips, teams were encouraged to collaborate and have fun, whilst the business rolled out Perkbox, an employee discount, wellbeing, personal development and health benefits program.



Health & Wellbeing: Spotlight on Mental Health

"Early 2021 I completed my Mental Health First Aid (MHFA England) Training Course, alongside 14 colleagues from across the business, I wish I had done it 10 years earlier. The knowledge and skills I have learnt are invaluable. It is immensely satisfying to be trained to recognise mental ill health, the early warning signs, and to be able to signpost my colleagues to find the support that they need. With one in four people experiencing mental ill health, it is crucial that the working environment plays its part in acknowledging it, in the prevention and in the care and planning for those that need extra support."

Alongside this community of Mental Health First Aiders, the leadership team are very much keen to harness a positive culture around mental health and wellbeing, by raising awareness and providing support through our Employee Assistance Programs and by eradicating any potential stigma that there may be.

Mental health aids productivity and creativity - two things which are instrumental to the success of our business. I was delighted to have the opportunity to attend this course and I hope that for many years to come I am able to make a positive difference to others, whilst recognising my own self-preservation and wellbeing."

Jonathan Glover | Business Unit Director 3D and Special Editions



Spotlight on Leadership Development

As part of our commitment to nurturing internal talent we offer two leadership programs Level 3 - Team Leader Apprenticeship and Level 5 Operational Manager Apprenticeship. Both are aimed at developing managers and accelerating the careers of our most successful managers.



"My journey with UK Greetings began 11 years ago, after spending 6 years in the banking sector, where I found myself looking for a new challenge and a different career path.

I started out in the labelling department, in what was originally a stop gap, until I could decide what I wanted to do. However, I soon discovered I wanted to stay and grow my career within UK Greetings. I could see that UK Greetings was passionate about its people, and that the management team were keen to see employees succeed and progress their careers.

During the 11 years that I have worked for UK Greetings, I have grown my career whilst successfully completing two NVQ leadership programs, in addition to other numerous courses and training that is provided. I have never looked back!

I've undertaken various roles within the Distribution Centre – all of which have led me into my current position as Everyday Distribution Shift Manager. I consider myself to be lucky to be surrounded by such a fantastic team. Their drive, determination and work ethic astound me daily and without them we would not be the powerful workforce that we are today. The camaraderie between the team is unbelievable. We have such a diverse mix of employees that engage and work together effortlessly. This has led to meeting some lifelong friends, as well as my wife. I couldn't imagine working anywhere else or with any other team! Their help, guidance and support are second to none - even during the most challenging of times their support never waivers. We are always at our strongest when we work together as one team."

Sam Haigh | Distribution Shift Manager

"I started the first two years of my career at UK Greetings, as a Picker within the Distribution Centre, in 2010. During these 2 years I was involved in testing various projects to improve the picking line processes. Being recognised for my contribution, shortly afterwards, I was promoted to Team Leader.

During the past 10 years UK Greetings has continued to invest in my skills and development. I've attended various courses including; Equality & Diversity, Coaching for Performance, Excel Fundamentals, Time Management, Functional Skills English Reading, Writing and Speaking Level 2 and most recently, the Principles of Management and Leadership Level 3.

Level 3 was an amazing learning experience. It enabled me to improve my communication skills and team management skills and I now feel more confident and able, to recognise and develop the skills needed within my team - allowing me to focus on the higher-level tasks.

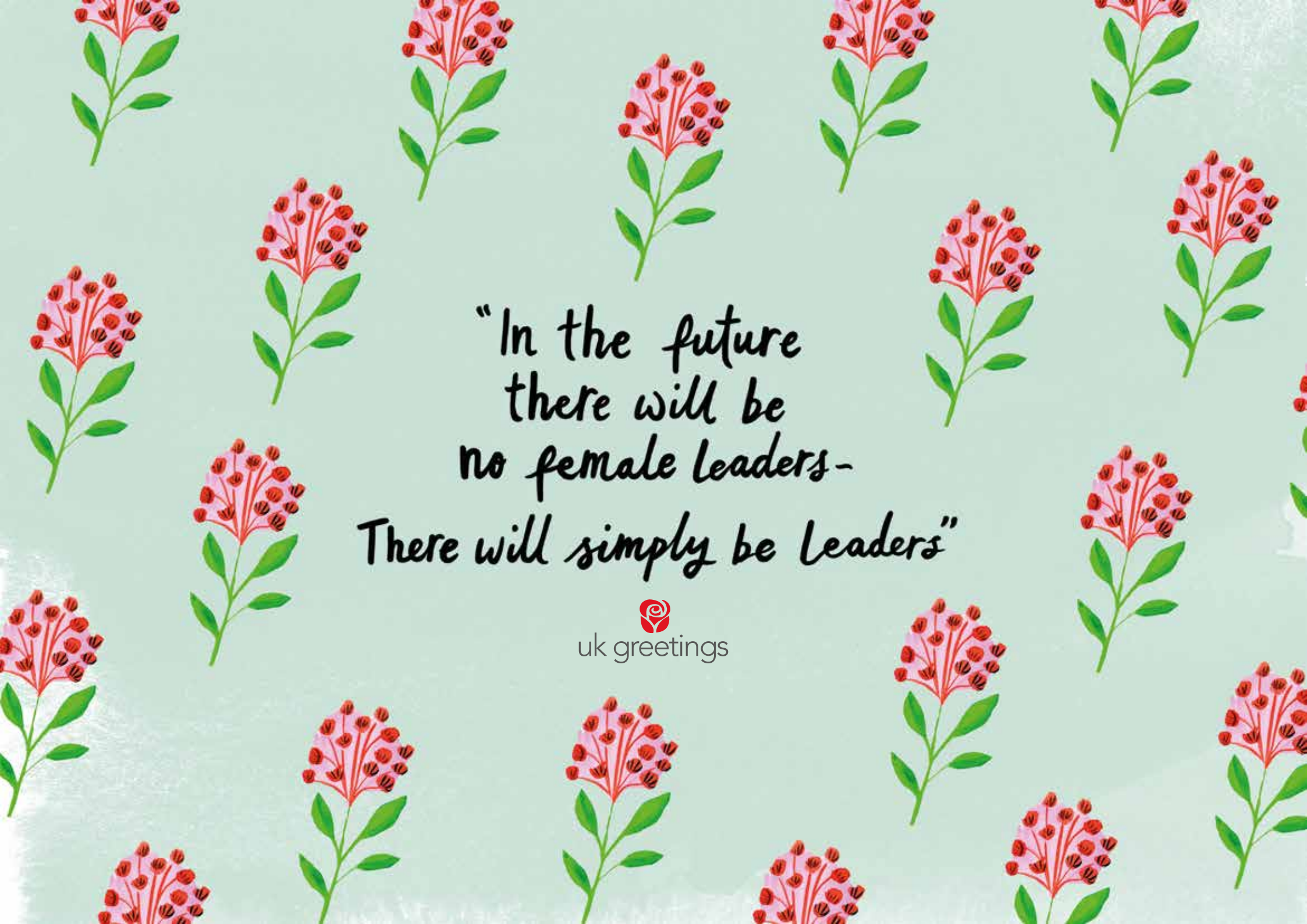
The course left me feeling more energised and determined, resulting in better relationships and a higher standard of quality of work. I'm more able to engage, innovate and inspire others to be more results driven and productive. I feel truly respected as their team leader.

More recently I have completed a Diversity and Inclusion Workshop which has equipped me with the skills and knowledge to ensure our internal processes such as; recruitment, progression and development, are free from bias. I have also developed an understanding of inclusive behaviours which support our culture and employee engagement.

I want to continue to grow and develop my skills, and am extremely thankful to UK Greetings, and to the course providers, who have supported me on my career journey to date."

Paula Pinto | Seasonal Distribution Team Leader



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*"In the future
there will be
no female leaders -
There will simply be Leaders"*


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