

The background is a vibrant yellow with a repeating pattern of dark green Monstera leaves and colorful Bird of Paradise flowers. The leaves have characteristic splits and holes, while the flowers have bright orange and yellow petals with a blue and purple center.

GENDER PAY GAP REPORT 2022


uk greetings

5th April 2021

INTRODUCTION

UK Greetings is committed to equal opportunities for all, regardless of their background, gender, identity, beliefs or circumstances. Our differences, and bringing our true selves to work, makes us who we are. Our colleagues are as diverse and individual as our customers and consumers, and our uniqueness helps us deliver what they need. Our people are the magic ingredient in our success, and together we create happiness, love and laughter for millions of consumers every single day.

We know that inequalities continue to have an impact in our society – race, gender, sexuality, background and more play a role in the opportunities people have and this starts from a young age. At UK Greetings we are proud to support our local community, from school age, through college and university, with access routes including apprenticeships, careers advice and work experience.

Once colleagues have joined us, we invest in our people, giving everyone the opportunity to thrive, learn and grow with ongoing development. Through various leadership programmes, succession planning and regular training, our aim is to ensure everyone has the required knowledge and skills to achieve their goals, in addition to having opportunities to gain professional qualifications.

This report includes updates from senior leaders at UK Greetings, and also from colleagues participating in apprenticeships, both as school leavers and for professional development, as well as information on our community education partnerships.

James Conn | CEO International



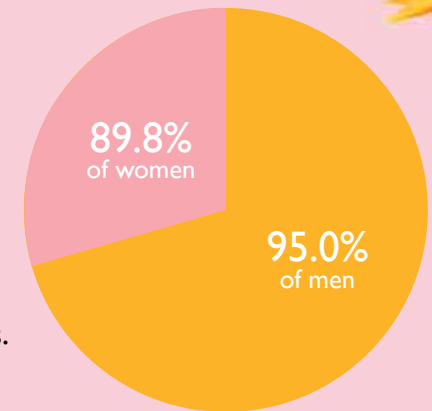
THE PAY GAP ANALYSIS

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 2021.

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.

WHO RECEIVED BONUS PAY?



GENDER SPLIT

Workforce Count	Full Time	Part Time	Total
Males	221	28	249
Females	325	1212	1537

HOURLY PAY GAP

	Mean	Median
Women's Hourly Rate	44.8% Lower	35.1% Lower
Women's Bonus Pay	83.5% Lower	68.3% 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	36%	64%
Upper Middle Quartile	11%	89%
Lower Middle Quartile	5%	95%
Lower Quartile	3%	97%

PEOPLE FIRST- OUR VISION

At UK Greetings we are proud that over 80% of our colleagues are women, and of the inclusive, flexible and supportive culture we have. Every single day at UK Greetings we aim to celebrate the achievements of the talented women in our business.

We are also working with our local community to inspire the next generation of women and are committed to building and maintaining partnerships in the community to help #breakthebias for future generations. This year, we have focused on creating different career paths through our apprenticeships and leadership development programmes. You can read some of the inspiring stories in this report.

I'm proud to be a Senior Leader at UK Greetings, and of the inclusive and diverse culture we have, including introducing more flexible working opportunities, and support for women at every stage of their working lives. This means we are in a better position to attract and retain talented people as we encourage everyone to bring their whole self to work.



Claire Rusby | HR Director, UK Greetings



SPOTLIGHT ON APPRENTICESHIPS

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

We believe in embracing new talent, particularly from the local area, supporting schools in our area with apprenticeship fairs and work experience opportunities. In 2021 UK Greetings have embarked on an intense retraining and upskilling programme, with investment in the current workforce and recruitment of apprentices to improve the business wide analytical capabilities and install a culture of data driven decision making.

The diversity in our apprentices' background has been great to see, from local college leavers and graduates to individuals looking for a career change.

During 2021 we were invited to share our apprentice recruitment success at the 2021 CBI (Confederation of British Industry) Annual conference.

Andy Meads | Head of Analytical Development & Insight



SPOTLIGHT ON LEARNING & DEVELOPMENT



I was in a completely different job role before I decided I wanted to work with data. I then did a 6-month course on data and data analysis. The course provider advertised their data apprenticeships to me while I was studying with them, and I decided that this would be a good way to gain experience to allow me to get a job in this field. UK Greetings was one of the companies listed that did the level 3 Data Technician apprenticeship.

I chose to do the apprenticeship with UK Greetings because it is a large business that I felt like I would have a lot of opportunities to learn a lot from. I've been supported with online learning courses in the software that I use in my role. I am also supported by co-workers that I can ask questions to at any point. For example, my department acts as a 'hub' which allows other apprentices and data analysts to come in and get and offer help, and it's great to have this collaborative working. We also have regular meetings with all the data analysts to share anything new we have learnt when using the software and to share our work to give each other ideas.

I am really enjoying being at UK Greetings, and I feel I can bring my whole self to work, and that we are a creative and forward thinking organisation. The development opportunities I've had, along with the supportive environment have really helped me to settle in and make progress.

I would encourage anyone considering an apprenticeship to go for it. I'm finding the experience very helpful as a pathway into a career, as it allows you to not only have the classroom learning, but also on the job industry experience, which is a definite advantage for future opportunities. I'm looking forward to progressing within my role so I can learn even more to do with data analysis and the software that we use.

Jess Lister | Level 3 Apprentice, Data Technician

I began working at UK Greetings on a temporary contract in Marketing Communications. During my time as a temporary employee, I fell in love with Marketing and the idea of this as a career.



I have been supported in my development from my first day at UK Greetings, receiving encouragement to complete new tasks and push myself out of my comfort zone. I was offered the opportunity to complete a degree apprenticeship in Digital Marketing at the end of my temporary contract. Over three years the Degree Apprenticeship offers me the opportunity to complete a bachelor's degree in Digital Marketing, with support from my team who have a wealth of knowledge and insight (something you don't get at university). I will also have three years of experience within the workplace, where I get the opportunity to learn new skills and take on new tasks every week, all of which will hopefully help me achieve my ambition of managing my own Marketing team one day.

I think my love for my job and working at UK Greetings can be largely attributed to the kind, nurturing environment formed by my team. The support I experience daily is not only on a developmental level, but on a personal level as I am encouraged to be my most authentic self at work.

Whilst being a degree apprenticeship can be demanding, I am able to maintain a good balance between work and doing the things I love.

Alice Cass | Level 6 Apprentice, Marketing

SPOTLIGHT ON LEADERSHIP DEVELOPMENT



I've worked at UK Greetings since 2015, joining as a Category Controller. I was looking for a fresh opportunity and challenge in the greetings cards industry. I'm now a Customer & Product Manager, in the National Accounts team.

Since joining UK Greetings I've been supported to do various courses to support me in my role and in my personal development, including an advanced excel course, a visual merchandising course and most recently the Level 5 Operational Manager Apprenticeship. I learnt so much from the course and I'm now about to start the Level 7 course. I know it can feel challenging to study as well as work, and we always have busy periods, especially planning for Christmas, but I have always found this manageable with lots of organisation! I even went on maternity leave for 9 months in the middle of my Level 5 Apprenticeship and still completed the course, just a few months later than everyone else.

If colleagues are interested in development, I would say definitely take the opportunity to invest in yourself and your education – when else do you get the chance to do that! The team at UK Greetings is amazing. I've been lucky enough to work on several different teams in my time here for many different customers and each has been a really positive experience with loads of opportunities to learn and develop if you want to.

In many ways I feel like I've grown up here, I started working at UK Greetings in 2015 at the age of 24 and now seven years on I've progressed in my career and personal life including starting a family. The culture of support at UK Greetings means it's an amazing place to be.

Kathryn Briggs | Level 5 and 7 Apprentice, Customer & Product Manager, National Accounts

I joined UK Greetings in November 2021, as the Business Manager for a key account. It's a completely new industry to me, though I have worked in sales for the last 23 years, specialising in Account Management & New Business development. So far, I'm loving the variety and pace of the work, and the opportunities to learn. The learning curve is currently steep, but everyone has been very welcoming and keen to share their knowledge and experiences with me.



In some industries, men are still given preferential treatment and opportunities over women. When I was approached about the role at UK Greetings, I asked a lot of questions about the values, ethos and culture of the organisation, the people strategy, and ways of working and decided it was too good an opportunity to miss. I am delighted to have joined, and that the reality is as I was told – great values, support and nurturing for colleagues.

I've already learnt so much about the organisation and the industry and I'm excited for the future with UK Greetings. I will become an expert in what we do, and how we do it, and how much more we can do. We have so many opportunities for growth and to make a difference to people. We absolutely want to keep the amazing culture, but also keep attracting new talent so we can continue to innovate and create fresh ideas for our customers and consumers.

I would definitely recommend UK Greetings as a great place to work, and I can see myself being part of the team here for a long time.

Bridgette Sturgeon | Business Manager



SPOTLIGHT ON COMMUNITY

We are continually building relationships within the community, particularly with schools, colleges and universities.

We are pleased to partner with Madni Academy, an all girls Muslim faith school, providing education for girls aged 2-16, based near to our Mill Street East site in Dewsbury. A group of our current apprentices recently visited the Academy as part of National Apprenticeship Week 2022. We spent time talking with the students about who we are and what we do at UK Greetings.

The year 11 students are currently thinking about their future careers and were really keen to hear from our apprentices about their career choices and routes, what they enjoy about their apprenticeships and what skills they have learnt so far.

“It’s been fantastic being able to inspire students about what their future career may look like. The pupils and staff were so welcoming and we are really looking forward to partnering with the school throughout the year. This will include supporting with a number of activities such as visits to our sites, work experience and talking to them about career paths at UK Greetings”

Laura Roderick | HR Manager

As part of a higher education project we are partnering with the University of Huddersfield to engage with students on a business enterprise scheme. The Innovation Creative Exchange Plus (ICE+) is an initiative providing opportunities for university students to engage in real-world challenges with external businesses.

12 students took part in an exciting and fast paced day responding to the challenge “The Future of Greetings and Social Connectedness”.


The quality of the ideas and presentations was very high. The members of the two winning teams will each complete a week’s placement with us and have the opportunity to develop their ideas further. We are really excited to be working with this group of talented students.

The ICE challenge was such a great experience, we thoroughly enjoyed it and were really impressed by the ideas and presentations delivered on the day. We can’t wait to onboard the talented students for their work placements to develop their concepts into a business plan. We see this as just the start of a great partnership with the University of Huddersfield and working more with our local communities.

Rachel Wood | Strategic Account Director

This challenge taught me more about the essence of communication, tolerance of other people’s ideas and opinions, working in a diverse team, creativity and the power of imagination, working effectively within a limited time frame and Power Point presentation skills. My overall experience was amazing and I am glad to have been given the opportunity to participate in this challenge. Thankfully, I was part of the winning team and I look forward to having a great placement experience where we can actualize our imagination.

Leticia Omotine | winning team participant

The background of the entire image is a light blue-grey color, decorated with a repeating pattern of large, dark green Monstera leaves and vibrant Bird of Paradise flowers. The leaves have characteristic fenestrations (holes) and are arranged in various orientations. The flowers are bright orange with a prominent blue and red patch on the lower petal. The overall aesthetic is tropical and fresh.

“If your actions create a legacy
that inspires others to
dream more, learn more, do more,
and become more, then,
you are an excellent leader.”

Dolly Parton


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