



uk greetings

# Gender Pay Report 2026

Based on April 2025 data



# Ceri Stirland

## CEO International



"I am incredibly proud to be the CEO of UK Greetings International, it is an immense privilege to lead our amazing team of talented colleagues."  
Ceri Stirland, CEO

In this report we share our progress on Gender Equality through the UK Government's Gender Pay Gap Analysis. This data is a standard benchmark, but it's important that we also look at the ways in which we continue to support colleague development, equality and inclusion across UK Greetings.

Today, many of us in society still face inequality, including inequality linked to race, sexuality, disabilities and gender. Inequality can affect people from a very young age, and throughout the various stages of their lives. By focusing our efforts on key life stages, we continue to support and make a difference to the lives of our colleagues and our community.

Investing in our people is vital and we are committed to giving everyone the opportunity to thrive, learn and grow with ongoing development. Through various leadership programs, regular training and succession planning we strive to ensure everyone has the required knowledge and skills to achieve their goals, in addition to having opportunities to gain professional qualifications.



# Gender Pay Gap Explained

UK Greetings is fully committed to being a diverse and inclusive employer, and we know that an essential part of this is understanding our gender pay gap.

We believe that being a truly diverse organisation is essential for providing the best possible products and service for our customers and consumers. We can create a more inclusive work environment for people of all gender identities by capturing data and measuring internal representation across the organisation.

**The gender pay gap is reported as a mean average and median average figure, calculated from individuals' hourly rates of pay as of April 2025.**

The statistics can be affected by a range of factors, including the different number of men and women across all roles right across the workforce. 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 gender pay gap is different from equal pay. "Equal pay" is about men and women receiving equal pay for the same jobs, similar jobs, or work of equal value.



# Gender Pay Gap Results

## Mean Pay Gap Explained

The mean gender pay gap is the difference between the average hourly rate of pay for women, compared to the hourly rate of pay for men, within a company.

**Our Mean Pay Gender Pay Gap this year is 28.6%**

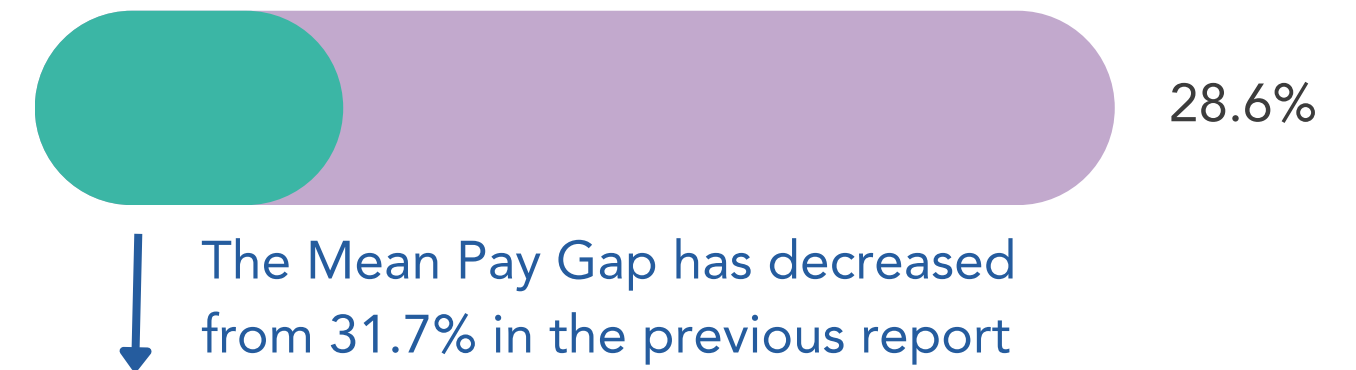
## Median Pay Gap Explained

The median represents the middle of a population.

Imagine two separate lines of people within a company, the men in one and the women in the other. The median here is the woman in the middle of her line and the man in the middle of his line. The median pay gap is the difference between the hourly rate of pay for the middle woman compared to the hourly rate of pay for the middle man.

**Our Median Pay Gender Pay Gap this year is 20.9%**

For the last three years we have seen a reduction in our Gender Pay Gap and we will continue to monitor and take action where we can to ensure it reduces year on year.



# Gender Pay Gap Results

## Bonus Pay Gap Explained

The bonus pay gap is calculated by using the actual bonus that's paid across all colleagues. The means it doesn't consider where a bonus is pro-rated for part-time hours

Our Mean Bonus Pay Gap this year is 65.3%

Our Median Bonus Pay Gap this year is 29.6%

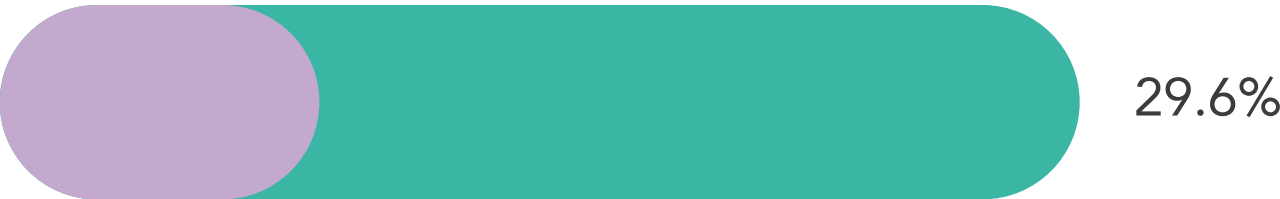
## Bonus Pay Explained

This shows the percentage of employees paid a bonus

This year, 11.3% of female colleagues and 25.9% of male colleagues received a bonus



↓ The Mean Bonus Pay Gap has decreased from 68.7% in the previous report



↓ The Median Bonus Pay Gap has decreased from 30.6% in the previous report



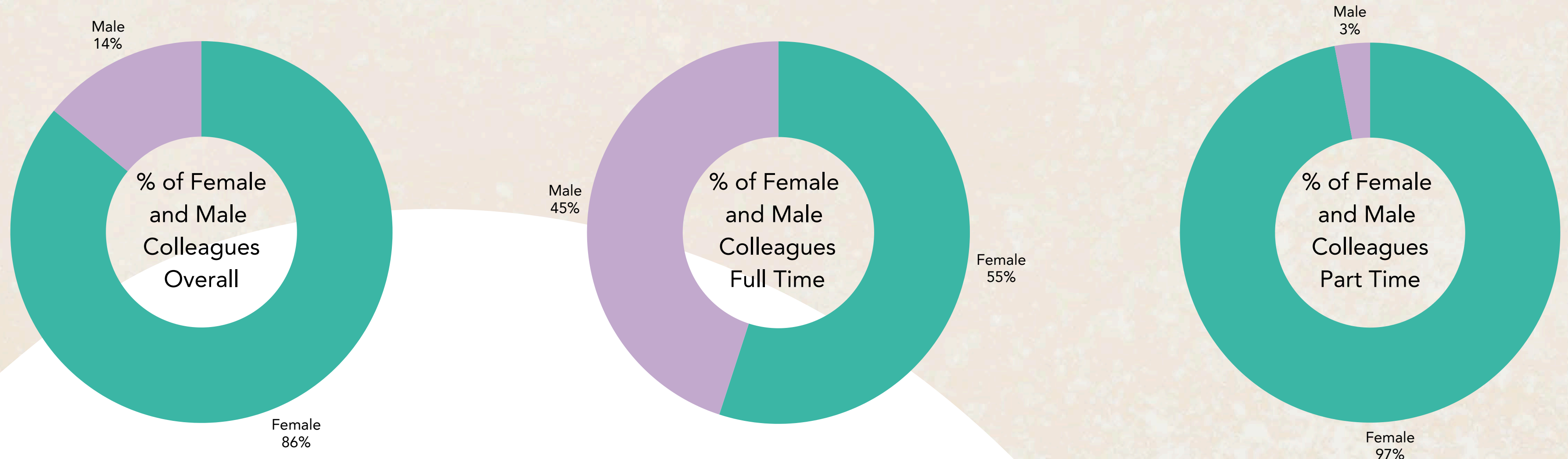


# Our Stats

## Gender Split Explained

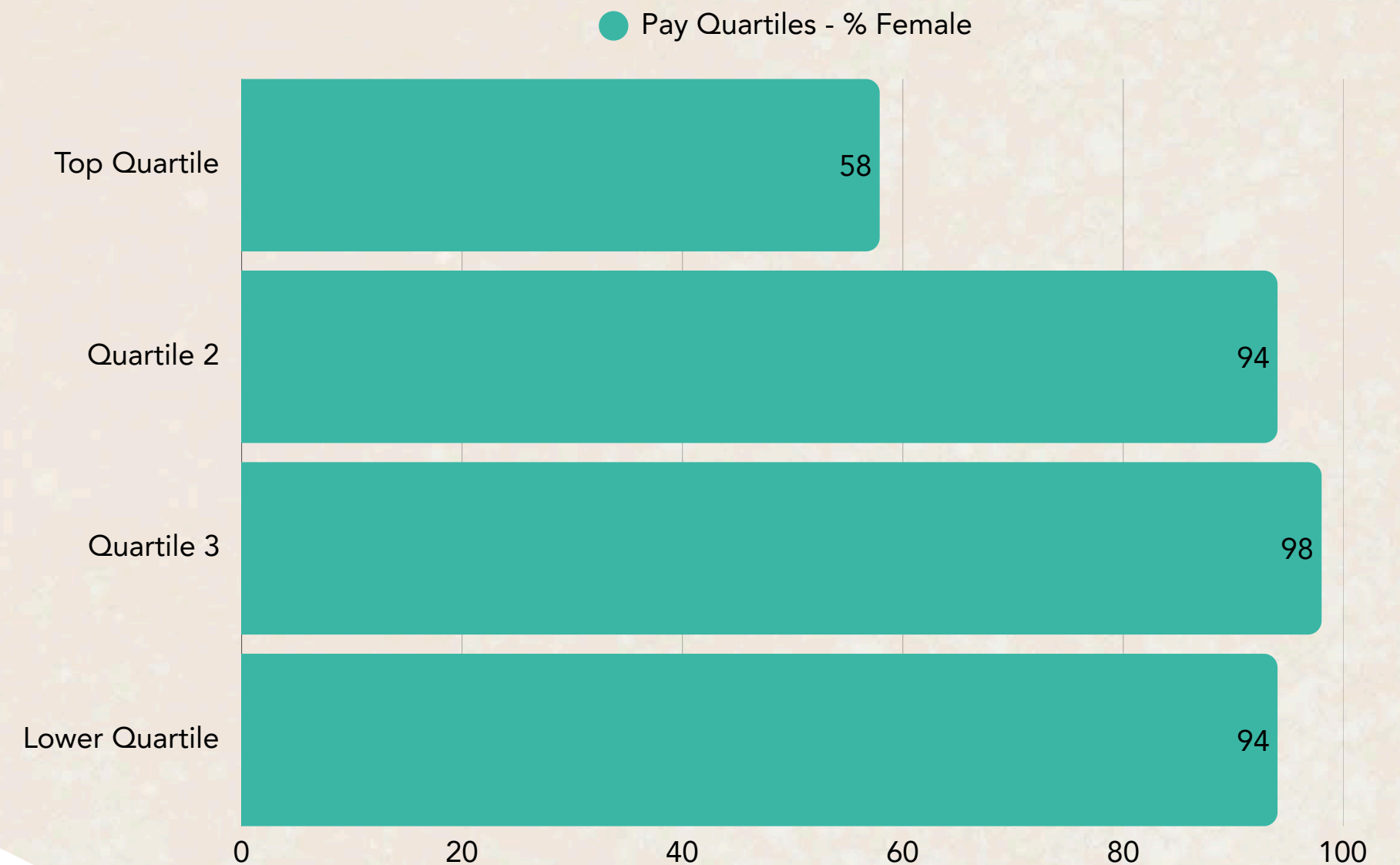
The gender pay gap at UK Greetings is driven by the distribution of male and female employees across our business, not because of our pay policies and practices.

Over 85% of our colleague population is female.



# Pay Quartiles Explained

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 is the largest Division in our organisation. These roles attract a higher proportion of females due to the part time hours and flexibility the roles offer.





## Supporting women in all our roles

The Gender Pay Gap data is useful in providing measurements for understanding the structural drivers of potential inequality, but it's important we also look at how we are supporting all our colleagues to thrive.

At UK Greetings, we are working hard to encourage more women into traditionally "male" roles, such as skilled Manufacturing jobs. We are proud to be founder members of the Women in Manufacturing and Engineering Network, and that our Production Supervisor, Monta Fryer (pictured above left, with our Tradesperson Pam Cole) is a Committee Member of the network.

At UK Greetings, we're proud that women are represented at all levels within our organisation, but we know there is a more we can do in manufacturing. We're actively looking at how we can increase inclusion further, and forums such as WIMEN are a great way to inspire action, build networks, and raise awareness of the opportunities available.









"The network's mission is one that truly resonates with me — driving forward the manufacturing and engineering sector in West Yorkshire by promoting inclusive economic growth, increasing representation, and inspiring future generations to see a place for themselves in this field. Representation matters — and the more we share our stories, the more we pave the way for others to follow."

Monta Fryer | Production Supervisor





## Claire Rusby HR Director



I confirm that the  
information reported is  
accurate and meets the  
requirements of the  
Equality Act 2010 (Gender  
Pay Gap Information)  
Regulations 2017



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