



uk greetings

Gender Pay Review

2024



Ceri Stirland
CEO International



We encourage and support women to grow, in fact **66%** of leaders in our business are female.

Creating a positive culture & experience



“We have many strong, female leaders within our business and amongst our customer base. It is very important to UK Greetings and me personally that these leaders are visible and accessible to all. I am also proud of the emerging female leaders coming through our business, seeing them thrive and grow at UK Greetings is a very positive indication of our progress.”

UK Greetings is committed to equal opportunities for all, irrespective of their background, gender, identity, beliefs, or circumstances. Our colleagues are unique and diverse, the vital and magical ingredient in our success. We know that this uniqueness helps us deliver exactly what our customers and their shoppers need. Together we create happiness, love, and laughter for millions of consumers every single day.

Today, many of us in society still face inequality, including inequality linked to race, sexuality, 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.

UK Greetings work within the community with schools, colleges and universities providing careers advice and work experience through long standing partnerships and regular events. Additionally, apprenticeships are a significant focus for our business, within this report some of our colleagues have shared their experiences in this area.

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.

In this report we share our progress on Gender Equality through the UK Government's Gender Pay Gap Analysis. This report isn't just about data, we have also asked our colleagues to share their stories about some the initiatives available at UK Greetings to promote gender equality.

As the first female CEO in the history of UK Greetings, I am clear that we will be a diverse team with purpose. Today and looking to the future, everyone is welcome.

Ceri Stirland

Ceri Stirland, CEO

Gender Pay Gap

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

UK Greetings believe that being a truly diverse business makes us stronger. 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 a median average (mid-point) figure and is calculated from individuals' hourly rates as of April 2022.

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.

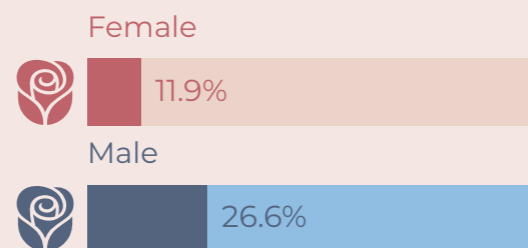
The median pay difference between all male and female colleagues is 29.5% vs. 29.8% in 2022. ↓

The mean pay difference between all male and female colleagues is 35.2% vs. 36.7% in 2022. ↓

Gender Pay Gap Explained

The gender pay gap shows the difference in the average hourly earnings of men and women across an organisation, regardless of their roles or industry sectors.

Who Received Bonus Pay



Median pay gap explained

The median represents the middle point of a population.

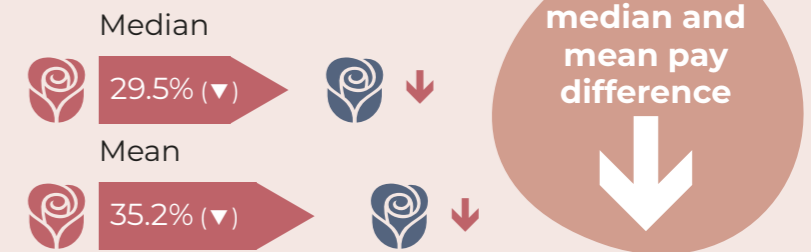
Imagine two separate lines of people within a company, the men and the women. The median here is the woman in the middle of her line and the man in the middle of his line. The median pay gap is the difference between the hourly rate of pay for the middle woman compared to the hourly rate of pay for the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



Mean pay gap explained

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

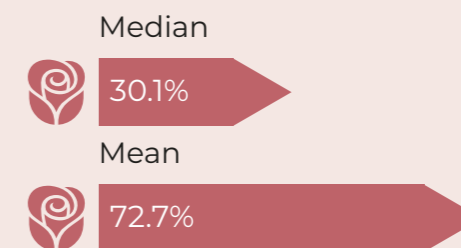
Hourly Pay Gap



Bonus Pay Gap Explained

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

Bonus Pay Gap



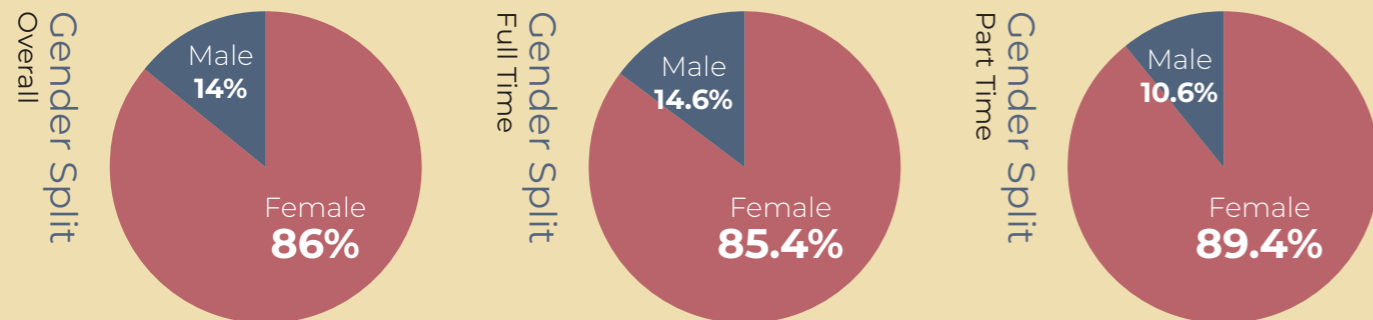
Our Beliefs

UK Greetings believe that only by being clear about what creates the female pay gap will there ever be a chance to positively close it.

We can make a big impact towards eliminating the gap by giving women the same choices available to men.

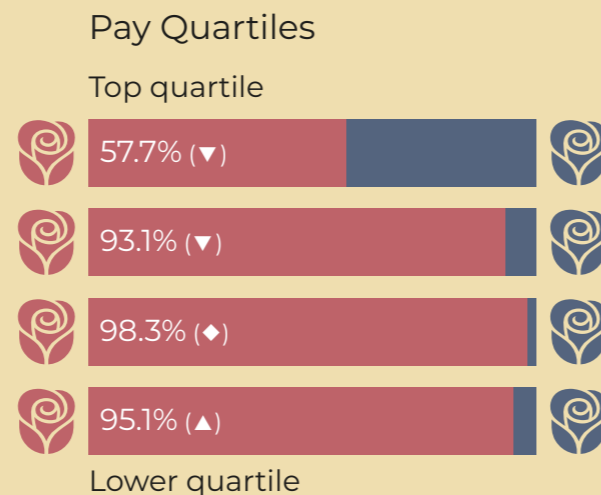
Gender Split Explained

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.



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 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.



Life right now



In 2023



3 out of 4 mothers in work in the UK

Highest level over the last 20 years.

Employed women with dependent children spent more time on all work combined than men (496 minutes per day vs. 481 per day).

In 2022 It has been more common for both parents to work fulltime.

33.3%

of mothers reported an agreed special working arrangement (flexible or term time hours) in their job, **compared with 23.6% of fathers.**

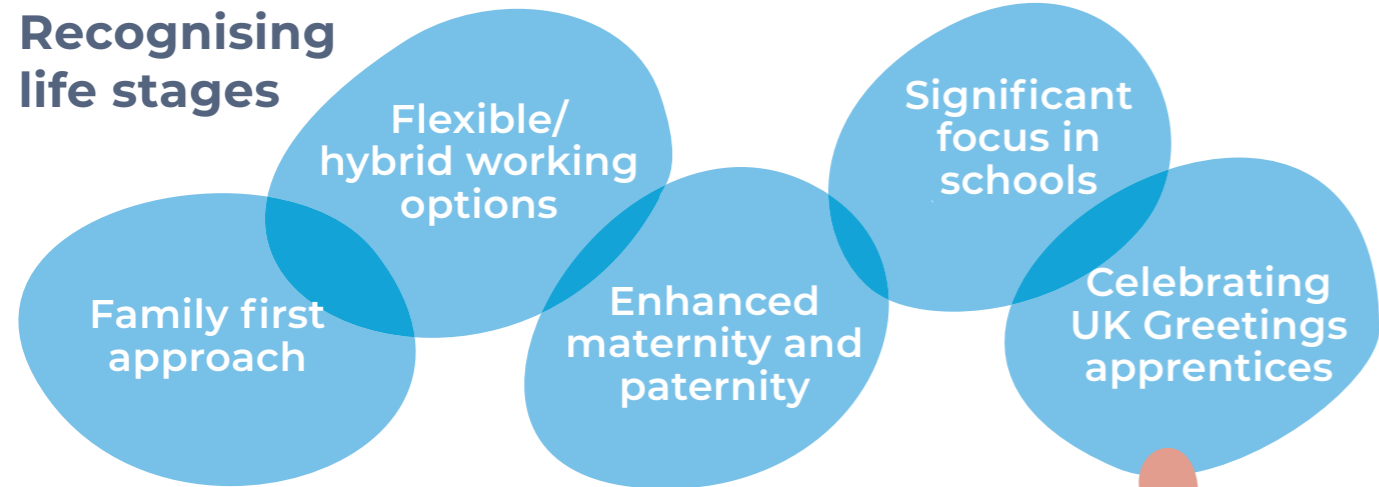
12.1%

of parents work from home. Mothers are more likely to work from home (13.4%) vs. Fathers (10.7%).

Our approach to reducing the gender pay gap



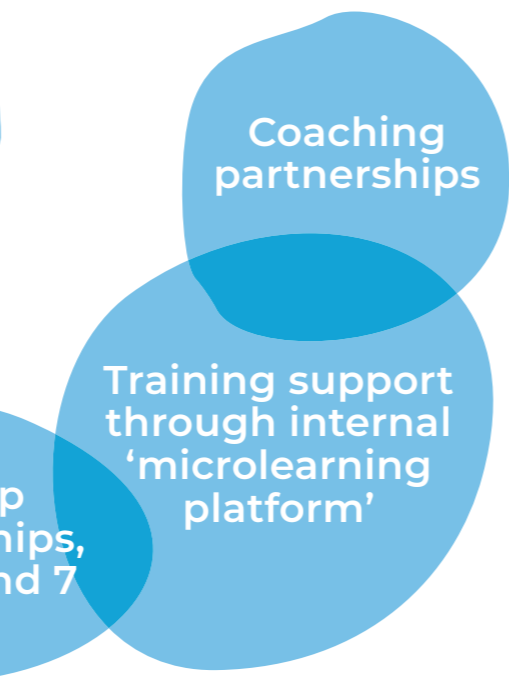
Recognising life stages



Being an inclusive workplace for all

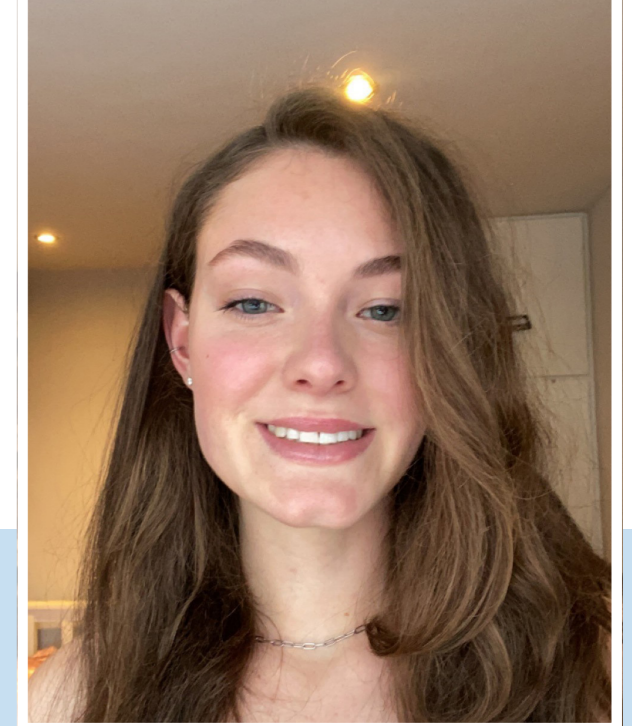


Develop female leadership through Learning and Development



Alice Cass

Marketing Communications



I started working at UKG on a temporary contract after successfully completing my A levels. I actually had an alternative career path in mind but the longer I worked at UKG, the more I started to really love my role and now absolutely consider Digital Marketing as my chosen career path. Happily, I was taken on by UKG at the end of my contract and was offered the opportunity to do a Digital Marketing Degree Apprenticeship whilst working. This route allows to me gain practical and real-life Digital Marketing skills along with studying for my degree. That was over three years ago now and since then I have been studying at the same time as developing my skills and gaining experience working in a really supportive and inspiring team.

I know from a personal perspective, how amazing it has been for me and how it has set out a path for my life that I'd never expected but I know that I'm going to enjoy.

In addition to the technical knowledge, I have developed since starting work at UKG, I have also developed personally. I was always quite shy and quiet but with the help of my team, my confidence has skyrocketed. It has

been really helpful that I also have visible role models both within my team and in the wider business, I like to see people who have been on the same journey as me, people who have worked their way up to senior positions.

I am very self-motivated, and love to get involved in new areas of Marketing. I make a point of always asking loads of questions and my team members always support me by encouraging me to share my ideas. In fact, I couldn't feel more supported in my role by my team. I know that if there's something that I want to learn about or if one of my team has knowledge of something, they will happily share.

"I am a huge fan of the degree apprenticeship route. I feel passionately about people being able to get the opportunity to pursue this route."

I'm currently involved in a business wide project which is both outside and within my skillset. I feel like I make a strong contribution to the project but am also picking up lots of new skills. I like being involved in this project because it has allowed me to develop a stronger understanding of the wider business and I have met lots of new colleagues. In future, I am excited to take advantage of more opportunities like this and really start to put everything I have learnt into practice.

I am really enjoying the more strategic angle of the MBA, I feel that this is exactly what is needed at this stage of my career.



Kathryn Briggs

Customer and Product Manager

I have worked at UK Greetings for over 9 years now. During this time, life really has changed, I now have a 3 year-old! I can confidently say that flexible /hybrid working works well for me. I make a special effort to ensure that the time I spend with my son is enjoyable for us both.

In addition to my role looking after product and category, I have completed my level 5 qualification as part of the apprenticeship scheme. I have very much enjoyed studying and working, it's not easy but hugely beneficial, the content is very relevant to my role. I live quite far from the office so 'winning back' the commuting time has allowed me to take my studies further. I wouldn't have been able to do this without flexible/hybrid working.

When presented with the opportunity to study for an MBA, I was keen to take on the challenge. This is a significant step up in terms of the course and study requirements, but I am really enjoying the more strategic angle of the MBA, I feel that this is exactly what is needed at this stage of my career.

At UK Greetings, I have been given the opportunity to work on lots of projects, outside of my role. I have really enjoyed this, working with people I don't normally work with, at all different levels gives me the variety I need and allows me to observe how other people work. This is very useful to me as I develop as a leader.

Today, UK greetings is offering more development than ever and of a wider variety. I can sign my team up for lots of different things and my team can choose what works for them. I am very proud of the fact that UK Greetings promote awareness of things that people might be going through in their lives which helps me

understand my team and colleagues better including inclusion, neurodiversity, and menopause.

There are lots of positive role models at UK Greetings who have taught me that trying to do everything when you can't do everything is not the right thing to do, I feel like they understand the pressures of being a mum. Within my team and amongst my peers, I have also learnt from working with other mums.

"I am very proud of the fact that UK Greetings promote awareness of things that people might be going through in their lives"

Ashton Duckitt

Strategic Account Director

My journey with UK Greetings began when I joined the Far East Purchasing team as a recent graduate. My first role was under a supportive manager who encouraged my growth by allowing me to learn and train on the job whilst providing coaching and mentoring support.

Joining UK Greetings provided many opportunities for me at the start of my career including exposure to many different roles, functions, teams, and the opportunity to travel internationally. I think that this variety is essential for graduates to develop a clear career perspective. Exposure to such variety within the business also allowed me to build strong relationships and develop my network, from the offset this helped me to make an impact and quickly progress.

In terms of my future career plans? Despite the demands of bringing up a young family, I remain committed to my career development; I am a great believer in setting goals and it's great to know that training and development opportunities are available to me now and in the future. Flexible and hybrid working arrangements are crucial for achieving a healthy work-life balance,

"I am a great believer in setting goals and it's great to know that training and development opportunities are available to me now and in the future."



and being part of a company that values its employees' well-being is truly fulfilling. I feel empowered and energized knowing that I can excel professionally while also being present for my family during those important moments.

Throughout my career at UK Greetings, I have had the privilege of learning from several positive role models and mentors who have had a tremendous impact on my growth. Learning from others, both formally and informally has been hugely beneficial to me and I am keen to develop as a role model to others. Today, if I was asked to give advice to women starting out in their career, I would say, be brave and push yourself out of your comfort zone. You can do it

all, you just have to be clear about where you are willing to compromise, and where you are not.

A great mentor recognises your strengths and recognises your comfort zone (and when you have the potential to be pushed outside of it!). At UK Greetings encourages staff to seize opportunities such as new job roles, special projects, and further training and development.



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

Claire Rusby

HR Director
April 2024