



uk greetings

Gender Pay Review

2023





Ceri Stirland
CEO International



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.

“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.”

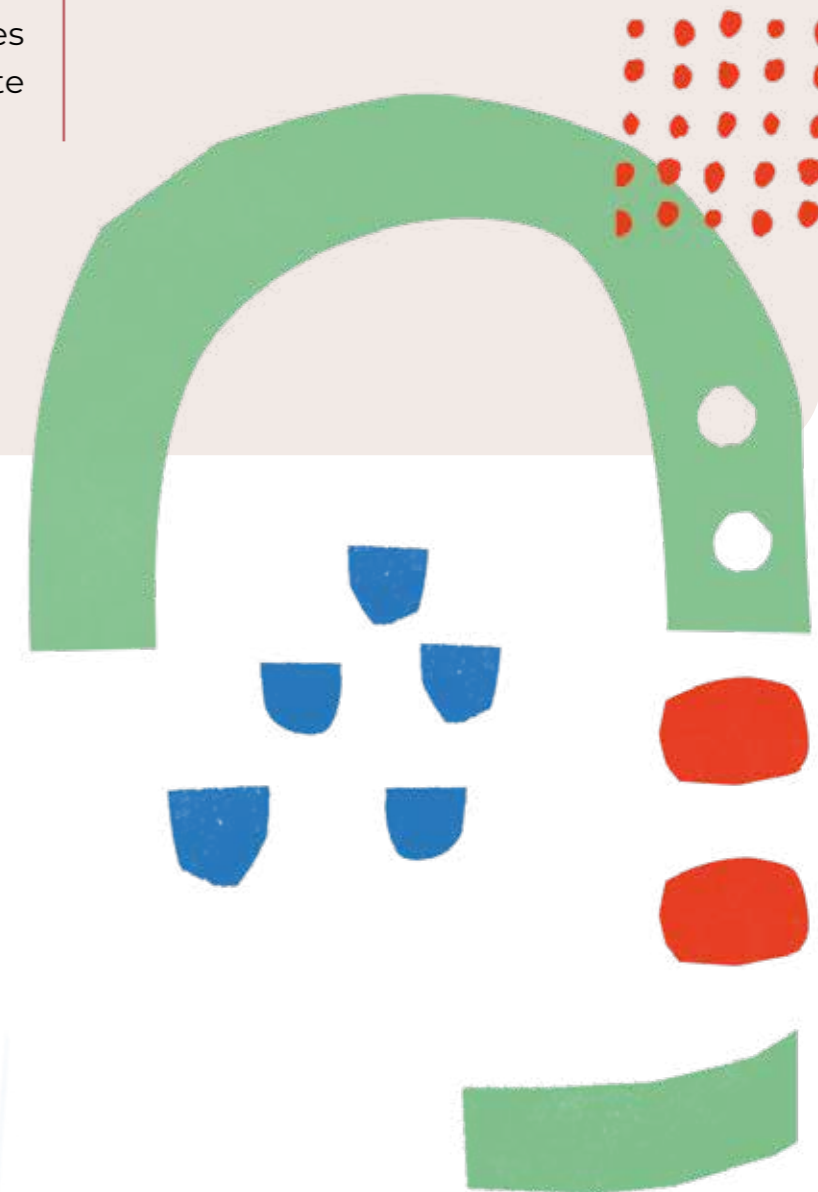
UK Greetings work within the community with schools, colleges and universities providing careers advice and work experience through long standing partnerships and regular events. Additionally, apprenticeships are a significant focus for our business, within this report some of our colleagues have shared 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 of the initiatives available at UK Greetings to promote gender equality.

Ceri Stirland
Ceri Stirland, CEO

Finally, as I begin my first year as the first female CEO in the history of UK Greetings, I am clear that here at UK Greetings, we will be a diverse team with purpose. Today and looking to the future, everyone is welcome.



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.

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.

We are pleased to announce that we have made significant progress this year on our journey to close the gap.

The median pay difference between all male and female colleagues is 29.8% vs. 35.1% in 2021. ↓

The mean pay difference between all male and female colleagues is 36.7% vs. 44.8% in 2021. ↓

Median pay gap explained

The median represents the middle point of a population. The middle point of any population is represented by the median.



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

Median: 29.8% (▼)

Mean: 36.7% (▼)

median and mean pay difference

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 Recieved Bonus Pay

Female: 58.8% (▼)

Male: 73.9% (▼)

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

Median: 76.2% (▲)

Mean: 83.6% (▲)

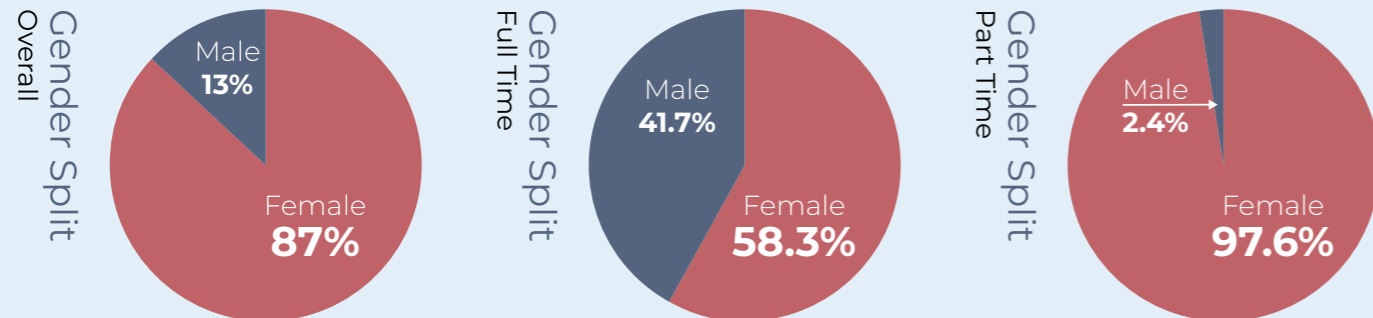
Our Beliefs

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.

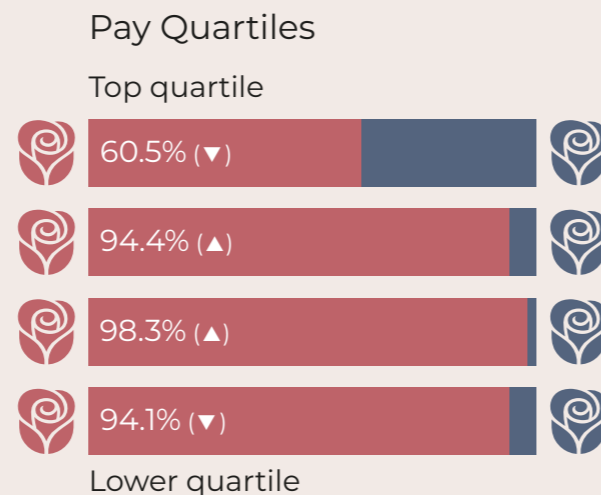
Gender Split Explained

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 2021

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

33.3% of mothers reported an agreed special working arrangement (flexible or term time hours) in their job, **compared with 23.6% of fathers.**



3 out of 4 mothers in work in the UK

Highest level over the last 20 years.

In 2021 It has been more common for both parents to work fulltime.

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

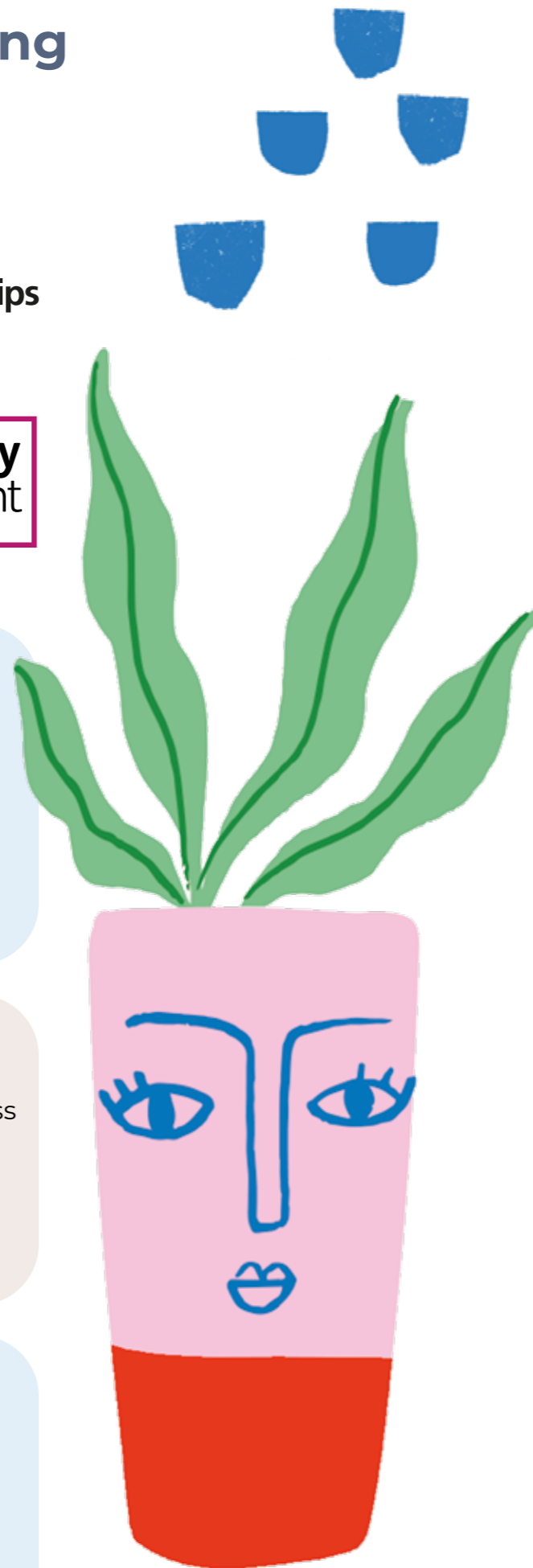
- UK Greetings family first approach
- Flexible/hybrid working options
- Enhanced paternity pay
- Significant focus in schools
- Celebrating UK Greetings apprentices.

Being an inclusive workplace for all

- Transparent and accessible recruitment process
- Valuing diversity training
- Disability confident
- Menopause Pledge.

Develop female leadership through Learning and Development

- Coaching partnerships
- Training and support through internal 'Imagine' intranet
- Leadership Apprenticeships, Levels 3, 5 and 7.



Emily Moon

Business Manager



In addition to my role as a Business Manager at UK Greetings, I am studying for the Sales Executive Level 4 qualification. Through this, I have been able to not only learn something new, I have been able to develop recognised and transferable skills. I'm halfway through the course right now; and managing my time can be difficult but with the support of my team and my manager, I am able to meet the course deadlines and manage my day-to-day role.

I would very much recommend the apprenticeship route to others; my biggest tip is to manage your time, you never know what is going to pop up.

In February 2022, we welcomed our little boy. Being a new mum is filled with 'firsts' and a lot of unknowns. Managing my workload and making sure I maximise my time with my son is my absolute focus.

There is a definite sense of empathy in our team, we support each other at every opportunity. My biggest tip for effective team working is to learn how others work, always ask questions, and stay curious.

"I would very much recommend the apprenticeship route to others; my biggest tip is to manage your time as much as you can as you never know what is going to pop up."

Flexible/hybrid working means that I can be with my son when he needs me, working around him and making sure that his routine, and wellbeing is my priority. I feel truly supported by my team and the business to do this.

Working in a supportive and efficient team is vital to me, we are all cogs turning together and we are all important. There is a definite sense of empathy in our team, we support each other at every opportunity. My biggest tip for effective team working is to learn how others work, always ask questions, and stay curious.

In future, I would like to take more courses that will impact my development at UK Greetings. I think the desire to learn something new has always been in me, I really do love a challenge and want to continue to develop myself. It's great that there are lots of visible female role models at UK Greetings, both within my team and at SLT level, showing potential routes to future roles. It is hugely encouraging to other females within the business now that we have a female CEO.

Rachel Wood

Strategic Account Director



My career at UK Greetings started in 1998. Right from the offset, I worked with hugely supportive managers.

Looking back, it is clear to me that I have taken some of the many positive role model experiences throughout my career and now use them when leading my own team. I am a firm believer that a supportive environment is empowering.

There are many training and development options available at UK Greetings. Personally, I was able to study for a degree early on in my career on a part time basis with the support of the business. At the time, this was an important step for me, I was keen to take this opportunity to develop my skills and make a step change in my career.

I have always loved getting involved in special projects around the business, there have been so many and I think that's what sets our development opportunities apart from other businesses.

I'm currently involved in several projects and including one with local Universities, this is a subject very close to my heart. I believe that we need to make the roles in our industry more visible to graduates and college leavers.

“I have always loved getting involved in special projects around the business, there have been so many and I think that's what sets our development opportunities apart from other businesses.”

I feel like I am a good example of finding a business that recognised something in me and nurtured my talents through mentoring (official and unofficial) and training/development.

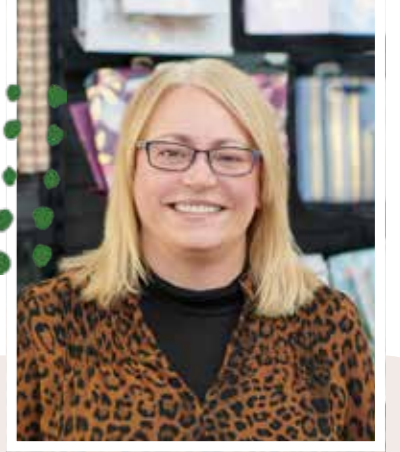
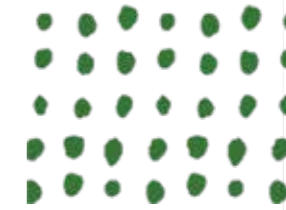
Hybrid working has been an amazing development over the past few years, as a mum of two young children, I appreciate the benefit of being able to flex my time around their needs. The job always gets done but it's great to be able to spend time with my children when they need me.

If I was given the opportunity to offer advice to people just starting out in their career, I would tell them to be brave, don't wait for opportunities, go and get them.

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Natasha Yates

Head of Merchandising



After leaving school at 16 I decided that University was not the right path for me and joined a Youth Training Scheme. I absolutely loved learning as part of the scheme and took advantage of every opportunity offered. After moving to Yorkshire, I joined UK Greetings in 1990. Since joining the business, I have worked across several functions and UK Greetings have enabled me to go from strength to strength with every move.

I can really say that the experience and skills gained working for a variety of teams in UK Greetings opened lots of doors for me and I eventually worked my way up into my current role as Head of Merchandising.

I think its really important to always look for new perspectives and to learn from those around us. I therefore very much appreciate the value of the visible role models we have at UK Greetings, both male and female.

I think it is important to appreciate the value of confidence, even if it doesn't come naturally to you. Sometimes you simply need someone in your corner.

“Over the years, I have had some great mentors and role models, there have been those who recommended that I apply for roles that I hadn't considered, encouraging me when I didn't push myself forward enough.”

Over the years, I have had some great mentors and role models, there have been those who recommended that I apply for roles that I hadn't considered, encouraging me when I didn't push myself forward enough.

From my own perspective, I would like to continue to focus on empowering not just my team but those considering a career in the greetings card industry.

I want to really focus on inspiring my colleagues throughout their career, and to give advice and guidance where I can. I think it is important to appreciate the value of confidence, even if it doesn't come naturally to you. Sometimes you simply need someone in your corner.

In addition to working at UK Greetings, I am a mum, and my family is really important to me. Throughout my career it has always been vital that I am the best role model possible for my children, which now also includes my grandchildren.

Sophie Dunning

Health, Safety and Sustainability Advisor



After leaving University with a degree in Physical Geography, I was uncertain about the roles available to me. I just didn't know what to do. I knew that I was passionate about sustainability but couldn't clearly see the right role for me.

The idea of the apprenticeships appealed to me due to the breadth of job experience on offer, the opportunity to continue my academic journey and learn some highly transferable practical skills, something that I felt was lacking as a recent graduate.

Studying via an apprenticeship really has been the best way to learn for me. I have recently finished studying for a level 3 apprenticeship in health and safety, so far, all my learning has been on the job. It isn't easy, the level of study required sometimes seems harder than my undergraduate degree when combined with a 9-5 role. I had to make sure that I allocated time to study, the deadlines can be tight, but my team is very supportive and allow me to prioritise my learning if necessary.

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"I personally want to inspire new females coming through, I want to be a visible role model with the clear message that you should explore every opportunity."

I am passionate about the opportunities offered by apprenticeships. In my case, this opportunity has not only developed my passion for sustainability by providing more relevant and advanced knowledge, but it has also allowed to me to look at other roles/responsibilities which just weren't obvious or clear to me as a recent graduate.

I personally want to inspire new females coming through, I want to be a visible role model with the clear message that you should explore every opportunity. I am interested in driving more female representation in Health and Safety, I believe that we need more visible role models in Health and Safety the industry.

For me, learning doesn't stop after completing my apprenticeship! I have already identified some knowledge gaps not fulfilled by the apprenticeship and UK Greetings have already supported me in providing additional training. In future, I would like to take on more learning to accelerate my development.

Louise James

Head of Branded Product



After completing a degree in Environmental Science, I spent 20 years in retail which I thoroughly loved. It was really important to me, when looking for my next role, that I found a business that had the right kind of culture which aligned with my values.

UK Greetings was able to demonstrate the right fit from the offset as people really are at the heart of their business.

UK Greetings live and breathe their core values of caring about people, our communities and the planet. Throughout the interview process, I had the opportunity to ask lots of questions and everyone was really supportive.

Going forward, I am keen to take advantage of more training and development opportunities in the future. Additionally, I am really interested in being involved in more special projects within the business to learn from other senior leaders and increase visibility of females in the workplace.

Flexible working was hugely important to me when I took on this role, as being physically and mentally present for my children really is vital. I love the fact that I can combine supporting my kids at their swimming and gymnastics lessons with working either on site at UK Greetings or at home.

"UK Greetings was able to demonstrate the right fit from the offset as people really are at the heart of their business."

I feel inspired by the visible female role models at UK Greetings, in particular those who are parents. There is a definite sense of empathy for parents within the business and the business works hard to make it work for parents. As a result, colleagues are very loyal and dedicated to UK Greetings. It has been incredibly inspirational to see Ceri Stirland be promoted within the business to become UK Greetings first CEO.

The best leaders I have ever known have taken the time to get to know me personally, have been constructively challenging and always clear about targets. If I could offer advice to females starting out in their career, I would advise them to be true to themselves, and value the importance of relationships.

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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 2023