





Intro

2020 was a rollercoaster year, and we know we couldn't have delivered on our strategic direction without our hard-working team members. They've pulled together, stayed open to serve customers when they needed us most and taken care of each other throughout the challenges of the pandemic. We can't thank our team members enough for their hard work throughout 2020.

The legislation requires a UK employer with 250 employees or more to publish their gender pay gap information each year. Our gap remains a result of having more women than men in junior roles and fewer women than men in senior roles. Being an inclusive and diverse place to work is a top priority for us here at wilko and we've made some excellent progress with some fantastic appointments, particularly within our leadership team. We've also made significant progress in making more diverse appointments, but we've lots more to do.

Listening to each other, talking things through and working together is a big part of how we do things at wilko and we're doing more of it to help make things better. Here are some of the ways we're listening and working closely with our teams;

- We're re-launching the In the Loop forum
- We'll re-introduce a series of team member polls
- We continue to work with our recognised trade union, the GMB.

These forums continue to be an important part of our culture as we aim to strengthen our network around the business to help share best practice and seek out ideas and opportunities as well as identifying challenges that need to be overcome.

Kate Price, Group HR Director

what is the gender pay gap?

The gender pay gap shows the difference in the average hourly* rate of pay between women and men in a company. A gap may exist because different jobs pay different rates of pay and the number of women and men in those jobs varies.

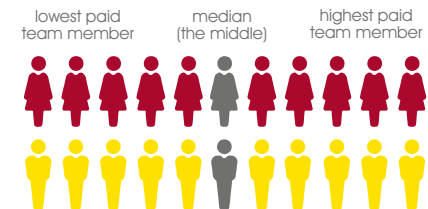
A gender pay gap is not unlawful.

Gender pay is different to equal pay, which is where women and men are paid differently for doing the same or similar job.

how is the gender pay gap calculated?

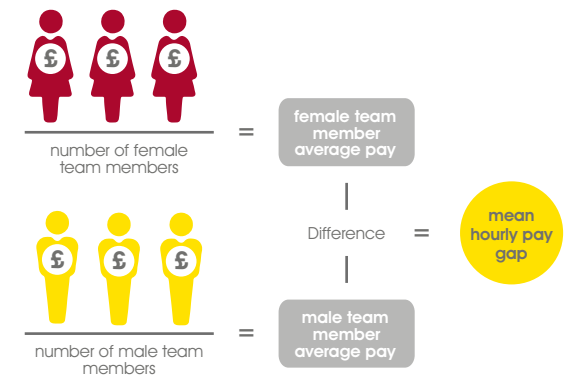
median (the middle) hourly pay gap

If we lined up all of our female team members from lowest to highest paid and did the same with our male team members, the median gender pay gap is the difference in hourly pay between the female and the male in the **middle** of their lines.



mean (the average) hourly pay gap

If we add up all the hourly rates of pay for our female team members and divide that by the number of female team members we have in the company that gives us the **average** hourly rate of pay for a female team member. If we then do the same for our male team members, the difference between the female and the male **average** rate of pay is the mean gender pay gap.



*The legislation requires us to calculate a team member's hourly pay.

our gender pay gap - wilko retail ltd

our median (the middle)
pay gap is

4.7%

which is better than the
UK national average
figure of 15.5%*

our mean (the average)
hourly pay gap is

11.0%

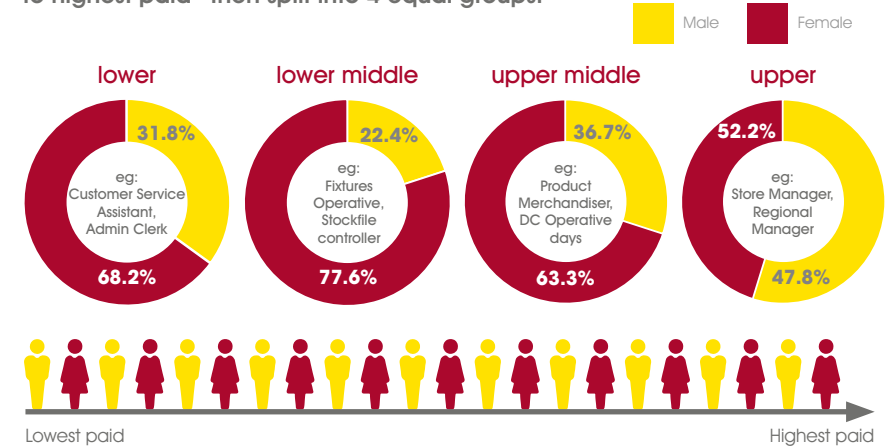
which is better than the
UK national average
figure of 14.6%*

*Based on estimates from the Annual Survey of Hours and Earnings 2020, Office for National Statistics (ONS)

a positive % means that we have more women than men in junior roles and fewer women than men in senior roles

pay quartiles – the % split of female and male team members in each quartile

Each quartile is calculated by lining up all our team members from lowest to highest paid* then split into 4 equal groups.



*Each quartile contains 3,778 team members and is calculated using our female and male team members' hourly rates of pay.

our bonus gap in the year to 5 April 2020



86% of men received a bonus in 2020



91% of women received a bonus in 2020

our median bonus gap (the middle)

0%

our mean bonus gap (the average)

49.6%

although we didn't pay a bonus in 2020, the gender pay gap legislation recognises things like our \$10 celebratory voucher and long service awards as bonus.

understanding our gap

- This remains the largest area of our business with a headcount of 15,113. This makes up 97.8% of our total team member population.
- The roles within this area of the business are predominately store based and our split of female and male team members remains the same (65% female and 35% male).
- 71% of the part time positions are held by female team members which has increase from the previous and affects our gender pay gap results as more part time positions are held in our lower grade roles.
- The reasons why more female team members hold more part time positions could be influenced by many factors – personal preference, interests, wants and how this fits in with a team member's personal lifestyle choices.

our gender pay gap - wilkinson hardware stores ltd

our median (the middle) pay gap is

25.5%

which is higher than the UK national average figure of 15.5%*

our mean (the average) hourly pay gap is

32.8%

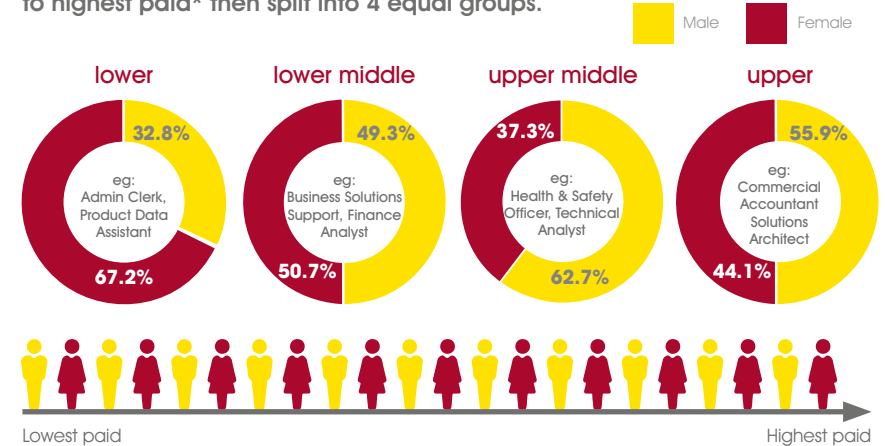
which is higher than the UK national average figure of 14.6%*

*Based on estimates from the Annual Survey of Hours and Earnings 2020, Office for National Statistics (ONS)

a positive % means that we have more women than men in junior roles and fewer women than men in senior roles

pay quartiles – the % split of female and male team members in each quartile

Each quartile is calculated by lining up all our team members from lowest to highest paid* then split into 4 equal groups.



*Each quartile contains 67 team members and is calculated using our female and male team members' hourly rates of pay.

our bonus gap in the year to 5 April 2020



34% of men received a bonus in 2020



43% of women received a bonus in 2020

although we didn't pay a bonus in 2020, the gender pay gap legislation recognises things like our £10 celebratory voucher and long service awards as bonus.

our median bonus gap (the middle)

0%

our mean bonus gap (the average)

87.6%

understanding our gap

- WHSL makes up 1.7% of our team member population with a headcount of 269.
- WHSL median is 25.5% which is higher than the national average and last year. We have seen a mixed reduction in male and female headcount year on year which has increased our gap.
- The roles in this area of the business remain head office based roles and are typically made up of our support centre functions such as Finance, IT, Legal, Health & Safety, Internal Comms etc.
- This area of the business has an equal split of 50% female and 50% male.
- Our result still tells us that with an equal split of female vs male and a high median % gap that our male team members hold more senior positions than our female team members.

flexible working balancing the demands of everyday life

Life can be challenging sometimes and we appreciate the diverse needs of our team members with the increasing demand for a better work-life balance.

We know that work life balance and flexible working continues to be a very important subject to our team members and the policy and process was reviewed and re-communicated this year.

inclusion and diversity valuing everyone as an individual

We want to make sure we achieve a work environment in which all team members feel included, valued and are treated fairly and equally, helping them to feel happier and engaged within the workplace.

We will continue to employ the right people to do the job regardless of their sex, sexual orientation, race, religion, disability ethnic or national origin, gender, marital status, trade union membership, age or working pattern. We want everyone to be able to bring their whole-self to work as we believe our collective differences make us stronger.

health and wellbeing building a culture of open conversation

We have developed a wellbeing toolkit to support our team members further. We have been heavily promoting our EAP through Health Assured and encouraging team members to download the app to enable them to get advice and support 24/7.

Mental Health has been a key focus, and awareness events have taken place across the business ensuring we signpost team members to as many resources as possible where help will always be at hand.



developing our team members the wilko way

Our team members remain the heart of everything we do and we continue to support them with their development. We want our team members to remain with us as we make the necessary steps in becoming a more inclusive employer.

Last year we focused on three key areas as the foundation for team member development and these remain, however we continue to review and improve on team member opportunities each year.

an induction guide for line managers

We continue to support and help new team members understand their role and how they can be the best they can be by introducing a new Support Centre induction day for all new team members.

performance coaching for leaders

Continuous support is provided for our leaders' personal development to be the best leaders they can be to drive performance and use coaching to realise potential.

Be Better Every Day bitesize sessions

These up-to-date leadership topics help support great conversations with team members, coaching and managing performance and help to understand how these connect with our values in enhancing performance.

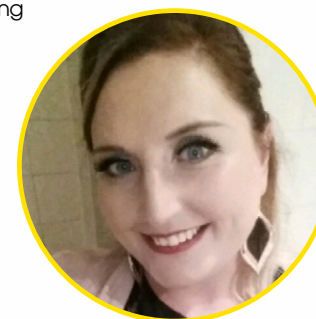
supporting our team members in their careers

We will always be committed to the learning and development opportunities for our team members and we will continue to support them on their journey so they can be the best they can be. It's also important to us that we share and celebrate where our team members succeed.

This year we have had plenty to celebrate:

- There were some great achievements across retail, reaching out to all team members. There were 63 level 2 and level 3 successful apprenticeships in the year with representation from all D&I groups.
- There was a focus on Continuous Improvement (CI) where there were 18 team members who successfully completed level 3 and level 4 in CI.
- Amanda Eden (pictured) started a new role and successfully joined our Project Management Course embracing blended learning with a busy working mum lifestyle. Here's what Amanda had to say:

"My Associate Project Manager apprenticeship has been the springboard to moving my career forwards. I found the apprenticeship content really useful. I enjoyed it so much that when an opportunity arose in the Project Management Office, I applied, and got the job! It's great how I can study during my working week. I find that with good time management, it is easy to juggle both work and apprenticeship. The skills developed in my apprenticeship help to improve my job performance."



what we've been doing

inclusion and diversity:

- All of our job descriptions have been amended so they appeal to the most people so we can widen our talent pools
- All adverts have been reviewed to ensure we are not unknowingly advertising jobs that appeal to one group over another
- Flexible working practises are already in place for our team members at all levels across wilko. These flexible practices include part-time working, working from home, and job sharing where appropriate
- We aim to promote from within and we proactively create opportunities in order to retain women by offering project work, and secondments in order for them to try out roles
- We encourage our team members to explore and benefit from the mobility that comes from being part of a business that has over 400 retail stores, a large support centre, and 2 DCs.

leadership programmes:

- We continue to coach leaders to help drive performance using coaching techniques, helping to identify and release potential, enabling our team members to be the best they can be
- Our Be Better Every Day leadership programme for senior managers helps to develop key areas of leadership, self development and coaching skills.

health and wellbeing:

- We've developed a toolkit and Health & Wellbeing policy to support our management teams across the business.

everyone's development:

- We celebrate and continue our commitment to change, continuous improvement and team member development.



what we'll focus on

Inclusion and diversity:

- To ensure we relentlessly focus on building and maintaining a diverse and inclusive culture we will make Diversity & Inclusion a project on the Shape our Future Transformational plan. The aim of the project will be to review all areas of the business to drive meaningful change. The gender focus will be how we continue to support women to progress to senior leadership roles
- There will be a continued roll out of Unconscious Bias training to all support centre line managers via sessions delivered by members of our Business Leadership Team
- Leadership behaviours will re-launch with a stronger focus on Diversity Inclusion.

communication:

- Our listening groups remain a big part of our culture and provide a channel for a constant feed of information
- Working with a new service provider, we'll complete a full Team Members' survey to help us get a full understanding of Team Member's views on working at wilko – and more importantly to understand the areas of focus to drive Team Member engagement
- We continue to use our local and national In the Loop teams, our GMB and pulse surveys to capture up-to-date feedback from our team members.

health and wellbeing:

- We are looking at arranging a discounted gym package which will be advertised through our benefits portal, wilko WoW.

learning and development

- As we push our ambition for all Team Members to Be Better Every Day we're developing a new Talent and Capability strategy to drive our Learning and Development offer – ensuring we equip all Team Members with the right skills, behaviour and knowledge for their role
- We'll implement a robust training plan for our Top 45 stores focusing on the skills required to drive performance and enhance their customer offer.

I confirm that the wilko gender pay gap calculations are accurate and have been collated in accordance with the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

This statement was approved by wilkinson hardware stores ltd.

Kate Price, Group HR Director

our long term plan

- To continue to improve on our engagement score to make sure that all our team members feel that they belong here and that wilko is a great place to work and shop
- To create a dynamic and flexible workplace that enables team members to balance their work life with personal responsibilities
- To build an inclusive culture that enables team members to be the best they can be.

