

LOVE
BUSINESS

Gender Pay Gap

5th April 2025



Our commitment

Our commitment to reducing our gender pay gap and creating a fair and inclusive environment for all teammates is the driving force behind our dedication to equality in the workplace. We're serious about creating a workplace where everyone is valued and treated equitably.



What is Gender Pay Gap reporting?

Put really simply, this is a report to show the difference in pay between men and women in a business. For us, it offers the opportunity to step back and reflect on what we're doing well, and where we may need a little more thought and action. This report details the results of our gender pay gap analysis for the snapshot date of 5th April 2025.

What do we report on?

We look at our 'ordinary pay', which is the base salaries teammates are paid and 'bonus pay' which is how much bonus teammates are paid. We then look at the median which is the middle point of a range of numbers and the mean which is the average of a range of numbers.





How do we calculate this for gender pay gap reporting?

Median Pay Gap:

If all our male teammates stood in a line in order of lowest hourly rate earned to highest, and all female teammates did the same, the median pay gap (as a percentage) is the difference in pay between the middle teammate on the male line and the middle teammate on the female line.



Mean Pay Gap:

Is when we add together all the hourly rates of male teammates and calculate the average and do the same for female teammates, the mean pay gap (as a percentage) is the difference in pay between the average male and female hourly rate.





How did we do?

Ordinary Pay:



Our gender pay gap has reduced from 8% in our last survey to 3.3% this year.

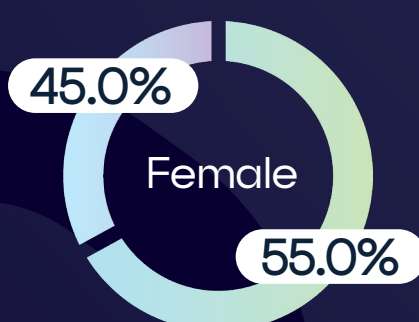
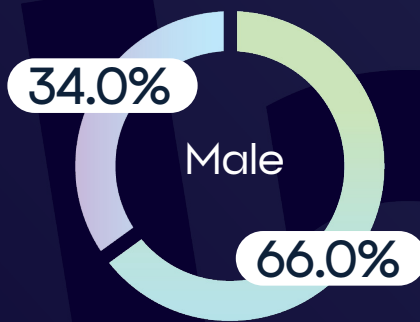
What's driving that number?

- ♥ We're proud to be well below the UK national average for gender pay, with our gap at 3.3% compared to 13.1% nationally in 2024 (reported in 2025).
- ♥ Stronger female representation at the top of our workforce is making a real difference. With 40% of senior leaders now female, more women are shaping the direction of the business and helping drive a culture of equality.

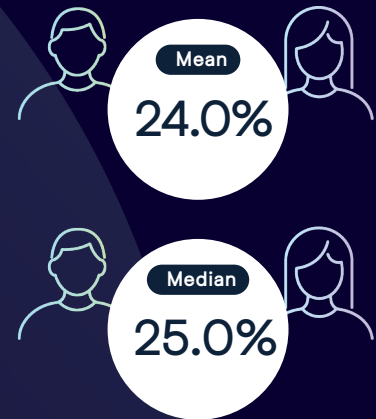


How did we do?

Bonus Pay:



■ Earning bonus
 ■ Not earning bonus



What's driving that number?

We've reduced the bonus pay gap from 42% to 24% by ensuring more senior women are recognised and rewarded for their contributions. Women are well represented in senior and management roles, making up a significant proportion of the top pay quartiles.

We know there is still room for improvement, primarily across our sales team which is male dominated. While this is in line with industry standards, we're focused on supporting the growth of female employees across Sales, helping them reach their potential and ensuring fair representation at every level of the business.

We have taken steps to improve how we attract, develop, and retain women within Sales, including:

- Launching an Assistant Sales Manager programme to develop future Sales leaders, with a fair and balanced representation of female participants
- Enhancing our recruitment processes to ensure they are inclusive and accessible to everyone
- Introducing part-time working options within Sales to support greater flexibility, particularly for those who may require it due to caring or other commitments

Percentage of men and women in each pay quarter

Upper Quartile

Male
56.3%

Female
43.7

Upper Middle Quartile

Male
54.9%

Female
45.1%

Lower Middle Quartile

Male
76.1%

Female
23.9%

Lower Quartile

Male
34.3%

Female
65.7%



Closing the gender pay gap:

While we're proud of the work we've done to close the gender pay gap we know we still have some work to do when it comes to our bonus pay across our sales division.

We're committed to:

- 🕒 Continuing to build on the work we've done creating an inclusive environment.
- 🕒 Launching a female mentoring programme to support the development and progression of women across the business. The programme will pair female employees with experienced leaders, providing guidance, career advice, and support to build confidence and leadership skills. By strengthening networks and offering practical mentoring, we aim to help more women progress into senior and high-impact roles, contributing to a more balanced and equitable workforce.
- 🕒 We are reviewing our recruitment journey with the enhancement of AI automation to remove bias from the process.

