

Gender Pay Gap Report

April 2024



Declaration



In this report, we present our seventh year of gender pay gap information from the pay period that includes April 5th, 2023 (the snapshot date) in line with requirements.

It is based on average hourly pay rate comparisons, and includes data that covers all eligible cardfactory colleagues within the UK (including Northern Ireland) who are employed by Sportswift Ltd.

Our organisation is predominantly female (83%) with many working in our stores and distribution centres. Our gap remains a result of having more women than men in junior and hourly paid roles and fewer women than men in senior roles. We are addressing this via the work we do with Talent and Succession and through our Women in Leadership Programme.

We are committed to ensuring that cardfactory is a great place to work, with a culture built on Diversity, Equity and Inclusion (DE&I). While we've made progress, we recognise that there's always more that can be done to address our gender pay gap.

We pay all hourly colleagues equally, regardless of gender, and our overall approach to pay is gender neutral by design.

Finally, we confirm that the information and data is accurate and in line with mandatory requirements.

Darcy Willson-Rymer, CEO

Foreword



We make sharing in and celebrating life's moments special and accessible for everyone.

Making sure that every cardfactory colleague and customer feels welcome, valued and confident to share their perspective is fundamental to delivering on our purpose.

Actively embracing people of all different backgrounds, cultures, communities and requirements brings a richness and strength to our team, our culture and our customers' experience when they visit our stores or interact with our marketing.

Our DE&I strategy encompasses how we recruit, welcome and develop colleagues, how we communicate and influences our range of cards and gifts. Colleagues

of different communities and backgrounds are actively involved in developing ranges, making sure these reflect the communities we serve and the life moments they want to celebrate.

We are committed to providing equal opportunities for all our colleagues and to having a diverse workforce of gender, age, nationality, education and background. We are a founding signatory, alongside 50 other leading retailers, to the British Retail Consortium's Diversity and Inclusion Charter

Jen Lawrence, Executive Director - People

Difference between men & women

	Mean Average	Median Middle
Gender pay gap	19%	1%
Gender bonus gap	60%	33%

The mean (average) gender pay gap figure uses hourly pay of all full-pay employees to calculate the difference between the mean (average) hourly pay of men, and the mean (average) hourly pay of women. This shows the mean (average) gender pay gap in hourly pay as a percentage of men's pay.

Year on year

	2023	2022	2021	2020	2019
Gender Pay Mean	19%	19%	51%	34%	14%
Gender Pay Median	1%	0%	37%	17%	0%
Gender Pay Bonus Mean	60%	76%	37%	50%	22%
Gender Pay Bonus Median	33%	75%	-30%	0%	0%

Understanding the pay gap

2023 has been a full year of normal trading post pandemic and therefore the figures are more in line with and comparable to 2022.

The difference in pay April 2023

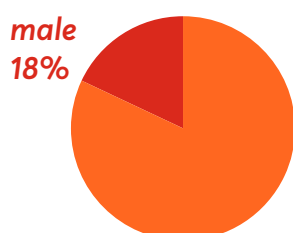
- 19% Mean gap with a difference between male and female hourly pay of £2.35.
- 1% Median gap with a difference between male and female hourly pay of £0.09.
- 91% of our colleagues work in retail which are typically the lower paid jobs.
- The majority of our workforce are female (83%) with many working in our stores and distribution centres.
- All our approaches to pay and benefits are gender neutral.

The difference in Bonus April 2023

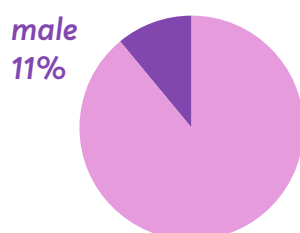
- Bonus data gap is 60% with the average difference between male and female bonuses at £361.29.
- The Median gap for bonuses reduced to 33% which is a difference of £50. Salaried and senior bonuses outside of retail were paid in May 23 so are not included in this data which accounts for the reduction.
- Bonuses in 2022 were paid in April 2022.
- This provides the rationale for the smaller gender bonus gap in 2023.
- Our female population in senior roles remains underrepresented and this is where most of the high bonuses are paid.

Gender demographics per quartile

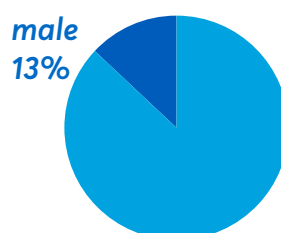
Lower quartile



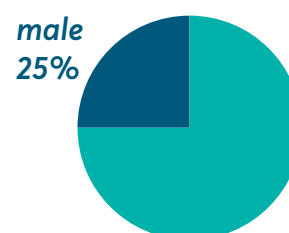
Lower middle quartile



Upper middle quartile



Upper quartile



The charts above show the gender distribution split into four equally sized quartiles. The upper quartile is made up of the Executive team and senior leaders.

Looking forward

Our goal is to ensure our strategy and activity reflects our colleague and customer communities and we continue to be committed to creating a workforce that is diverse and inclusive. This, as last year, will continue to be a priority for cardfactory, and comes alive into our culture through our Diversity, Equality and Inclusion (DE&I) strategy.

We are proud of the work we do to be a diverse and inclusive organisation and these are some of the key initiatives we will see in 2024 to continue on that journey:

Women in Leadership: We are determined to understand the challenges of women at work, both historically and in the current experiences of work. As in many other retail organisations, we know there is more to do to increase female representation in our senior leadership team.

To support career progression we have:

- Introduced a women's network
- Targeted leadership development

- Coaching for senior female leaders
- Investment in supporting women across work life cycles from miscarriage to return to work, and menopause, with education and awareness

Delivered training to secure family friendly employer accreditation.

Talent Mapping and Succession Planning: We recognise the need for greater diversity across all aspects of the business and intend to seek to improve the diversity of the senior management team, as part of our approach to succession planning.

Flexibility of Working/Family Friendly Employer: We continue to successfully employ our SMART working principles and flexibility of work patterns to support a successful balance between work and personal commitments for our colleagues.

Data Enhancement: We are working to enhance the quality of our data around diversity to enable us to make data led decisions that reflect our colleague communities.

DE&I Strategy

At the heart of our organisation lies a vibrant and distinctive culture that embraces Diversity, Equity, and Inclusion (DE&I). We take pride in continuously refining our strategy to create an all-encompassing environment that brings people together.

United by a purpose to 'make sharing in and celebrating life's moments special and accessible for everyone', we seize every opportunity to educate and celebrate the unique qualities of our communities. By championing differences, we are at the forefront of advocating for a more inclusive world.

Our multifaceted strategy is designed to empower colleagues to lead with Diversity, Equity and Inclusion, and encourage more community network groups to drive this activity and commitment across the organisation. Our framework focuses on four approaches Let's Talk About, Let's Raise Awareness, Let's Learn, and Let's Celebrate to engage broadly.

The ultimate aim is to build a colleague group as diverse as the customers we aim to serve, encompassing various genders, ethnicities, races, ages, and abilities across all levels.

Recognising the true value of our talents, we wholeheartedly immerse ourselves in the pursuit of personal growth and development. As members of a thinking and coaching organisation, we take personal responsibility to learn and evolve continuously.

Our commitment to fostering a positive work environment resonates through stronger colleague engagement scores and higher retention rates. Ultimately, our goal is to be acknowledged as a great place to work, thanks to the genuine testimonials of our colleagues.

Moreover, we diligently strive to level the playing field by ensuring equal gender representation within our senior leadership framework, paving the way for a truly inclusive and progressive future.

