

Gender Pay Gap Report

April 2023



Declaration



In this report, we present our sixth year of gender pay gap information from the pay period that includes April 5th, 2022 (the snapshot date) in line with requirements.

2022 has been a year when all our colleagues returned from furlough and business began to look and feel like it did prior to the pandemic.

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 gap remains a result of having more women than men in junior roles and fewer women than men in senior roles. Being diverse

and inclusive is a priority for us and we have made progress with some great appointments in our leadership teams.

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 design, manufacture and source the products to help customers celebrate every occasion, from the everyday to the once-in-a-lifetime, at prices that help people keep their money in their pockets. This ethos is encapsulated in our new brand purpose:

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

Our colleagues help our customers celebrate their life moments. We value their contribution, provide them with development and career opportunities and strive to encourage exceptional leadership.

We can always do more to encourage and support diversity in all its forms. Our 5 year DE&I strategy moves into the third year where our brand purpose comes to life. We recognise we have an opportunity to educate our communities in celebration and We Celebrate our differences and Lead the Way on this.



Jen Lawrence, Executive Director - People

Difference between men & women

	Mean Average	Median Middle
Gender pay gap	19%	0%
Gender bonus gap	76%	75%

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

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

Understanding the pay gap

2022 has been a year where all our colleagues have returned to work and are no longer furloughed. This means that compared to 2021 all of our colleagues (7431) are eligible for inclusion in this year's report compared with only 3.9% (235) last year.

The difference in pay April 2022

19% Mean gap with a difference between male and female hourly pay of £2.20.

0% Median gap with a difference between male and female hourly pay of £0.04.

For hourly pay, data seems to be falling back in line with pre-covid levels after excluding more than 96% of colleagues from the last 2 years reporting due to furlough pay, which distorted the numbers for a couple of years. (see chart above)

92% of our colleagues are store based which is typically the lower paid jobs and 86% of those are females.

The majority of our colleagues are female (83%) with many working in our stores and distribution centres. The lower quartile is made up of retail colleagues with 81% female and 19% male.

The difference in Bonus April 2022

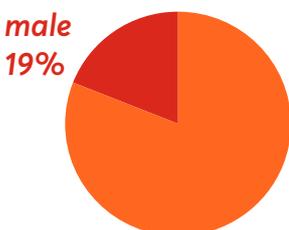
76% Mean gap with the difference between male and female bonuses – £2,540.63.

75% Median gap with the difference between male and female bonuses – £300.

Our female population in senior roles remains underrepresented and this is where most of the high bonuses are paid.

Gender demographics per quartile

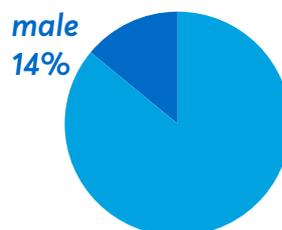
Lower quartile



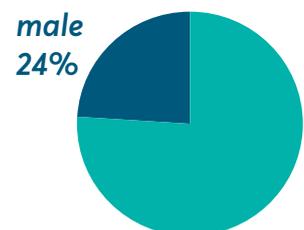
Lower middle quartile



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 only.

Looking forward

We continue to be committed to creating a workforce that is diverse and inclusive, provides opportunity for all, and reflects the environment we trade in and the customers we serve. This will continue to be a priority for cardfactory, demonstrated in 2023 through our DE&I 5-year strategy.

We are proud of the work we do to be a diverse and inclusive organisation. In 2022/3 we have:

- Relunched and refreshed our values - which are now: We Lead the Way, We Celebrate our Differences, We Make it Happen, We do the right thing, We Care. These values permeate across everything we do and become part of our DNA.
- Continually reviewed our recruitment practices to ensure there is no bias in our processes.
- Rolled out a programme of training and education across our business about unconscious bias.
- Collected data on inclusivity at cardfactory, including the addition of 2 DE&I questions within our engagement survey.
- Continued to champion our SMART working

principles which enable our colleagues to balance work and personal commitments.

As we look forward we will:

- Continue to support female talent through our Women in Leadership initiative to attract and retain female talent in leadership roles and support opportunities for internal progression.
- Use our values along the employee journey weaving them into our key people processes.
- Continue to use Talent mapping as a way of identifying key talent in our business for promotions and stretch opportunities.
- Drive internal recruitment and encourage the movement of our colleagues across stores, support centre and our distribution centres.
- Continue to support flexible working, job shares and 'smart working' to support work-life balance and ensure flexibility is not an alternative to progression.
- Listen to colleagues via our refreshed Colleague Forum and our Engagement Survey.

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 built upon five pillars: Leadership, Well-being, Community and Connection, Brand & Customer. These key concepts are championed by our diverse communities of colleagues across the organisation.

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.

cardfactory
celebrate all life's moments