

# **Gender Pay Gap Report**

April 2026





## Foreword & Declaration

At cardfactory our purpose – to make sharing in and celebrating life’s moments special and accessible for everyone – is delivered through the dedication of our colleagues. We are committed to creating a workplace where everyone feels valued, included and able to thrive.

Diversity, Equity and Inclusion are central to our culture and long-term success, shaping how we recruit, develop and reward our people.

Our 2026 Gender Pay Gap report shows a stable median pay gap of 3%, with the mean gap continuing to reduce year-on-year. This reflects our predominantly female workforce, consistent retail pay structures and continued focus on progression opportunities.

While progress has been made, women remain underrepresented in senior leadership roles. Through leadership development, targeted programmes, flexible working and colleague networks, we continue to support diverse talent and broaden representation.

Darcy Willson-Rymer,  
CEO

Jen Lawrence,  
Executive Director - People  
and Transformation

## Snapshot

- Mean pay gap reduced slightly to 15% (down from 16% last year)
- Median pay gap remains stable at 3%
- Bonus gap remains significant at 82% mean and 33% median, with the median driven by different capped bonus structures, rather than differences in bonus opportunity for the same work
- Workforce remains predominantly female (81%), with upper quartile representation improving marginally

### *How is the gap measured?*

The gender pay gap compares the median hourly pay of men and women (and the median hourly bonus, calculated in the same way). Using an hourly rate allows a like for like comparison of earnings regardless of role or working pattern. A gap of 15% means that, for every £1 earned per hour by the median man, the median woman earns 85p. This reflects the distribution of men and women across roles, not differences in pay for the same job.



# Gender Pay at cardfactory – Understanding the data

## Our Colleague distribution

	Upper Quartile		Upper Middle Quartile		Lower Middle Quartile		Lower Quartile	
	Female	Male	Female	Male	Female	Male	Female	Male
2025	71%	29%	86%	14%	87%	13%	80%	20%
2024	74%	26%	85%	15%	90%	10%	78%	22%
2023	75%	25%	87%	13%	89%	11%	82%	18%
2022	76%	24%	86%	14%	91%	9%	81%	19%

## Year on Year

	2025		2024		2023		2022	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median
Gender Pay gap	15%	3%	16%	3%	19%	1%	19%	0%
Gender Bonus gap	82%	33%	83%	0%	60%	33%	76%	75%

## Understanding cardfactory's pay gap

**81% of Cardfactory colleagues are women**, a pattern typical in retail and a key factor in our gender pay gap results. All store colleagues receive the same base rate, and our **3% median pay gap** shows that men and women typically hold roles with similar pay. The **mean gap** is influenced by having more men in senior leadership positions.

The mean pay gap has reduced again this year, reflecting stable workforce demographics and a slight shift in role distribution. The median pay gap remains low at 3%, showing a consistent representation of men and women across core roles.

Bonus differences reflect the structure of our bonus schemes. The **mean gender bonus gap is 83%** and this reflects the differences in bonus opportunity and outcomes across the organisation, rather than differences in reward for the same work. The **median bonus gap is 33%** and reflects the distribution of men and women across roles with different bonus structures, which are applied consistently within roles and do not indicate unequal bonus opportunity for comparable work.

Representation analysis shows that while the upper pay quartile is predominantly female, Executive roles remain more male-represented, which continues to influence overall pay and bonus gap outcomes.

All approaches to pay and bonus are gender-neutral, with consistent application of reward frameworks regardless of gender.

We continue to strengthen our inclusive culture through a range of initiatives that reflect the values and direction seen across our previous reports:

### ***Leadership Development & Talent Pathways***

Continued focus on leadership development at all levels, with targeted support for female career progression and ongoing talent and succession planning to broaden senior representation.

### ***Inclusive culture & colleague networks***

Colleague-led sessions and network groups covering topics such as wellbeing, inclusion and belonging and cultural celebrations help surface insight and lived experience.

### ***Family friendly policies***

Inclusive family policies that, recognise the diverse structures of modern families and support for caregivers and parents throughout life events.

### ***Fair and transparent pay frameworks***

Gender neutral pay structures and market aligned pay awards.

Together, these actions help us build a workplace where everyone has the opportunity to succeed.

## ***Looking forward***

Improving representation across senior roles remains a core focus, alongside long-term steps that build capability, confidence and opportunity for all colleagues. Our ambition is to create a workforce that truly reflects the customers and communities we serve, and continue to strengthen diversity through personal development, our DE&I networks, and by deepening our understanding of colleagues experiences through improved data and listening.

### **We lead the way**

*We stay curious, agile and strive for better*

### **We celebrate our differences**

*We know that diversity is a superpower*

### **We make it happen**

*We take personal accountability*

### **We do the right thing**

*We make time to think and act with fairness*

### **We care**

*We nurture our communities*

**cardfactory**  
celebrate all life's moments