



MATALAN

GENDER PAY GAP REPORT

Reporting year up to 5th April 2025



Introduction

At Matalan, we are dedicated to building a workplace where every colleague feels a deep sense of belonging, purpose and possibility. We remain committed to fostering an inclusive and equitable environment that opens doors and empowers each colleague to grow, contribute and thrive.

We recognise that our gender pay gap report highlights important areas where we can continue to grow but it also demonstrates the progress we are making, strengthening diversity, supporting meaningful career development, and upholding fair and equitable pay practices.

The majority of our retail workforce (approximately 6,600 out of 7,400) are general sales assistants. Around 81% of this population are female.

As a business with a predominantly female workforce, we remain dedicated to addressing gender pay disparity through targeted initiatives.

We continue to stand firmly behind our ambition of closing the gender pay gap and building a culture where talent and contribution are recognised and rewarded equally, no matter their gender.

A handwritten signature in black ink that reads "Alysa Fadil".

Aly Fadil
Chief People Officer



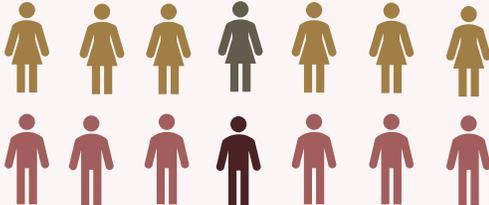
What is Gender Pay Gap Reporting?

The gender pay gap refers to the disparity in average earnings between men and women. Organisations with more than 500 employees are mandated to report their gender pay gap as of a defined date, which for this report is April 5, 2025.

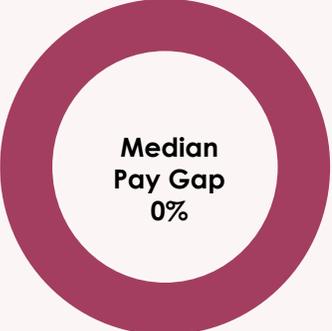
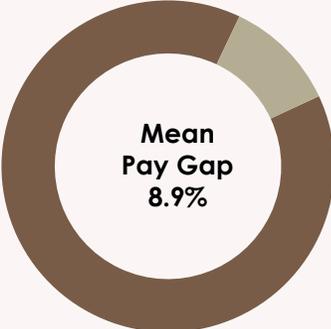
This report encompasses several metrics, including mean and median pay rates, as well as mean and median bonus payments distributed to men and women throughout the company.

The **mean gender pay gap** represents the percentage difference between the average hourly pay of women and men across all job roles and seniority rather than comparing pay for equivalent work.

The **median pay gap** calculates the median measure by ranking our female and male colleagues in order of their pay and bonus payments, from the lowest to the highest. We then take the difference between the pay rates of the middle colleagues as the gap, demonstrated as a percentage.



Our Results



We are proud to report that our median pay gap remains at 0%, reflecting our ongoing commitment to pay equity across our organisation. Over the past 12 months, we have also continued to make meaningful progress in reducing our mean pay gap, achieving a further reduction of 2%.

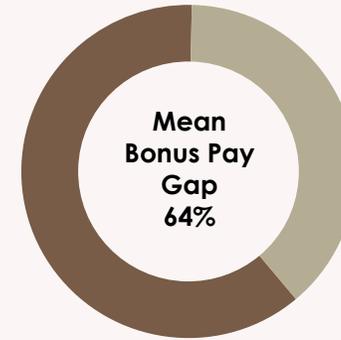
Quartiles	Female %	Male %
Lower Quartile	78.67%	21.33%
Lower Middle Quartile	83.14%	16.86%
Upper Middle Quartile	79.55%	20.45%
Upper Quartile	57.00%	43.00%

Pay quartiles divide our workforce into four equal groups based on hourly pay, from the lowest-paid to the highest-paid. Reporting the proportion of men and women in each quartile shows how genders are distributed across lower, middle and higher-paid roles. Our data indicates a strong representation of women in our highest paid roles.

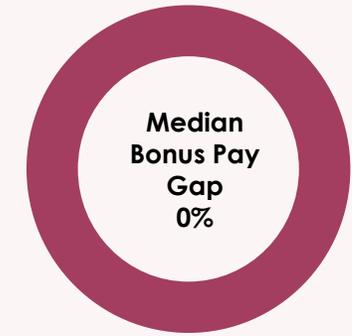




Gender Bonus Pay Gap



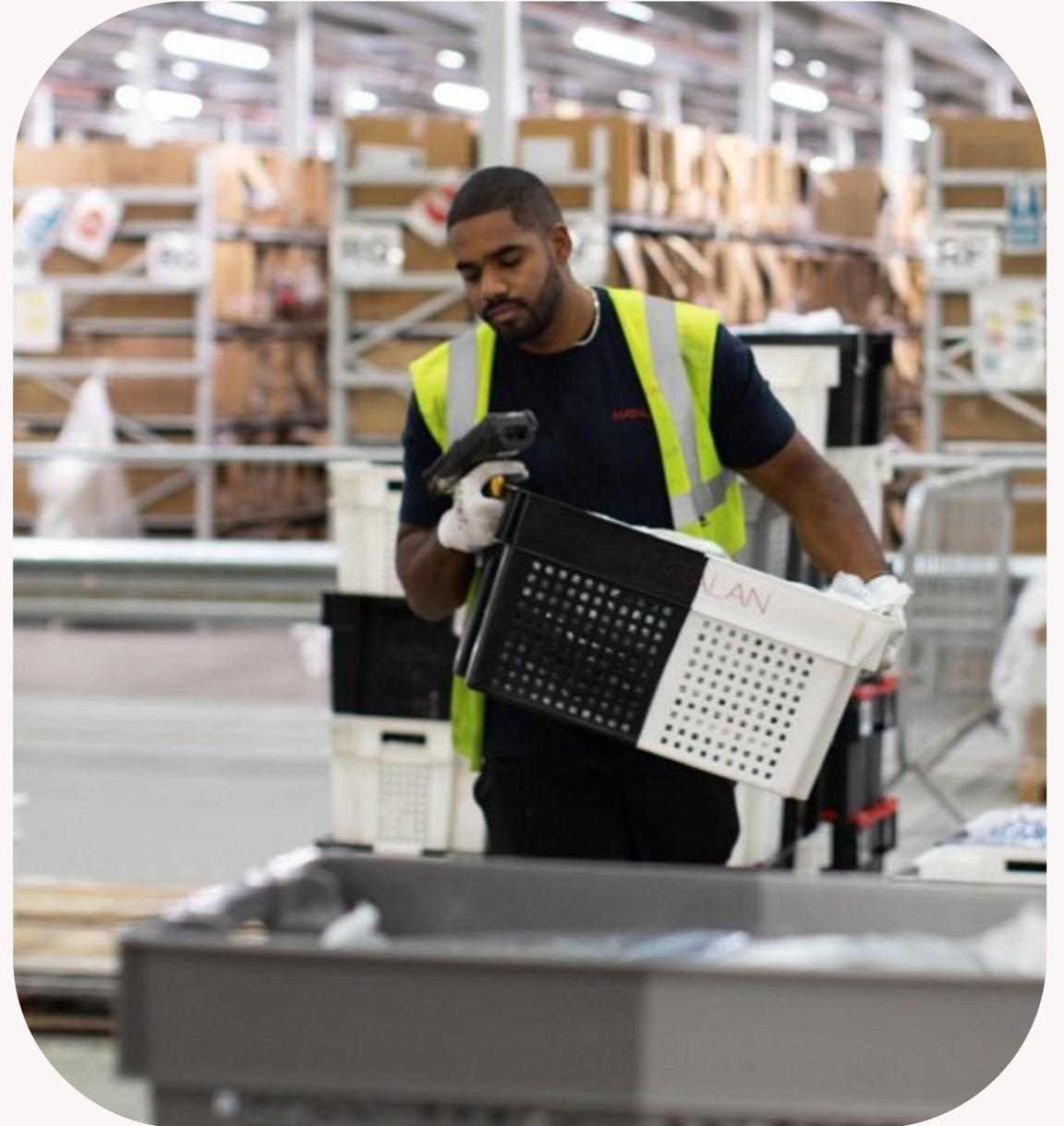
The mean gender bonus pay gap measures the percentage difference in the average bonus payments received by women compared to men. A total of 3,360 bonus awards were made during this year, of which 2,604 were awarded to females. The gap is largely driven by the fact many of the females receiving bonuses are General Sales Assistants – roles which offer a lower bonus earning potential. As our workforce continues to grow and diversify across all levels, we're committed to supporting progression and ensuring everyone has the opportunity to access higher bonus roles.



Our median bonus pay gap is 0%, meaning the typical male and female employee received the same bonus amount. The median bonus pay gap is calculated by ranking our female and male colleagues in order of their bonus payments, from the lowest to the highest, and comparing the bonus received by the middle colleague in each group. The difference between these two mid-point values is expressed as a percentage. **A 0% result indicates parity at this mid-point.**

Celebrating Our Achievements

- This year we awarded a pay increase across the whole business, ensuring all colleagues benefitted from improved base pay. Raising earnings consistently across roles helps to reduce disparities driven by lower-paid positions where women are more represented.
- 55% of our apprenticeships were undertaken by women, which is an important step in supporting long term progress against the gender pay gap. This early investment in talent strengthens our future workforce and contributes to a more balanced distribution of opportunities across the business.
- Every role has been reviewed against external market data, creating a clearer and more transparent framework for setting salaries, identifying any inconsistencies, and ensuring pay decisions are evidence-based whilst creating a more equitable pay culture.
- A number of senior roles have been appointed to women. This not only reduces the gender pay gap but also strengthens leadership diversity and signals a genuine commitment to equality across the business.
- The ongoing effectiveness of our Thrive framework ensures that colleagues across the business are acknowledged for their performance and the meaningful contributions they make.





Colleague Communities

Over the past reporting year, our colleague communities have become an established and embedded part of how we support inclusion across the business and helping to address any factors that can limit women's opportunities and widen the gender pay gap.

We now have **four active communities, Women's, Men's, LGBTQ+ and Accessibility**, creating safe spaces for colleagues to connect, share lived experiences, and influence meaningful change.

Their work is already helping us identify and reduce barriers that can contribute to career breaks, reduced working hours, or limited progression opportunities. They also play a vital role in building allyship, increasing visibility of underrepresented groups, and ensuring colleagues feel supported throughout their career journey.

This evolution demonstrates our commitment to embedding inclusion into everyday colleague experience and ensuring that every colleague has access to support, development, and a sense of belonging.



100+ members

Our Priorities

- We are committed to extending out our bonus scheme to more colleagues in lower paid roles, helping to close the gender bonus pay gap by widening the access to higher earning potential and ensuring our approach to reward is inclusive.
- Continue to conduct regular salary and bonus reviews to identify and address pay disparities linked to a fair and transparent pay structure across all roles.
- Building a consistent, inclusive leadership culture that reduces bias in performance and pay decisions and drives meaningful progress in closing the gender pay gap.
- Investing in partnerships and pipelines that support long-term gender balance and underpin our commitment to reducing the gender pay gap.
- Continue to invest in building strong women's communities, by amplifying women's voices and fostering a culture of belonging where women are more likely to thrive and advance directly contributing to narrowing the gender pay gap.



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These actions form an essential part of our wider commitment to diversity, equality, and inclusion, reinforcing our dedication to creating a workplace where every colleague feels valued, supported, and empowered to succeed.

By continually reviewing and strengthening our reward structures, we ensure that all colleagues are recognised and fairly compensated for their contributions, while fostering an inclusive culture where talent and performance drive success.