

GENDER PAY GAP REPORT

Reporting year up to 5th April 2024



At Matalan, we are committed to fostering an inclusive and equitable workplace where all colleagues have equal opportunities, feel valued, supported, and empowered to thrive.

While our gender pay gap report highlights areas for consideration and improvement, it also reflects our ongoing efforts to promote diversity, support career development, and ensure fair pay practices.

The majority of our retail workforce (approximately 8,000 out of 8,850) are general sales assistants. Around 80% of this population are female.

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

We remain dedicated to closing the gender pay gap and creating a workplace where talent and contribution are valued equally, regardless of gender.

Alya Fadil

Aly Fadil
Chief People Officer

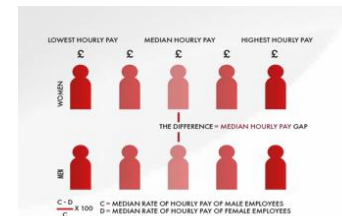
What is the Gender Pay Gap Report:

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 is April 5, 2024.

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.



Median



Difference between Mean and Median figures:

Mean gender pay gap: This represents the percentage difference between the average hourly pay of women and men. Similarly, the gender bonus gap measures the percentage difference in the average bonus payments received by women compared to men.

Median pay gap: To calculate the median measure, we first ranked our female and male colleagues in order of their pay and bonus payments, from the lowest to the highest. We then took the difference between the pay rates of the middle colleagues as the gap, expressed as a percentage.

Our Result 2024

Summary:

- We are delighted that our median pay gap remains at 0% and we are continuing the trend of closing our mean pay gap. Over the last 12 months, we have successfully made positive progress by narrowing the mean pay gap by 2.8%.

Gender Pay Gap

Apr-24	Gender Pay Gap
Mean	10.9%
Median	0%

Gender Bonus Gap

An overall total of **3,892** bonus awards were made during the reporting Snapshot year.

Of which **2,661** were awarded to females, and **1,231** were awarded to males.

Pay Quartiles By Gender

Quartiles	Female %	Male %
Upper Quartile	56.04%	43.96%
Upper Middle Quartile	78.59%	21.41%
Lower Middle Quartile	76.40%	23.60%
Lower Quartile	81.85%	18.15%



Celebrating Our Achievements:

- We have made significant investments in our retail stores, particularly in the General Sales Assistant role. To support our colleagues who are under the age of 21, we introduced an enhanced flat pay rate of £10 per hour. As most employees in this group are female, this change has contributed to an average hourly pay increase of 22.5% for our store-based workforce.
- Ongoing success of our Thrive framework which rewards colleagues across the business based on performance and value added contributions.
- This year, we also awarded bonuses to Store Managers who met defined performance and sales targets.
- We have invested in a new Parent Pay framework, effectively doubling the pay for new parents, whether under our maternity, paternity, or adoption policies.
- We are engaging with our colleagues to create communities and launch networks such as a Women's network group ensuring the right support is available. This initiative plays a vital role in reducing barriers that can lead to career breaks or reduced working hours.

OUR COMMITMENTS

- Ensuring our senior leaders are accountable for monitoring Matalan's gender pay and bonus pay gap, embedding accountability into business objectives.
- Carry out global benchmarking to ensure we have parity across the group from an industry pay perspective.
- Conducting regular salary and bonus audits to identify and address remuneration disparities, linked to a fair and transparent pay structure across all roles.
- Regularly review our hiring and promotion practices to ensure talent and potential are recognised and rewarded equally.
- Invest in training and development programmes for all colleagues, to include mentorship and sponsorship opportunities for women.
- Deliver unconscious bias training for managers and decision-makers.
- Deliver inclusion training for all colleagues

These actions are a key part of our broader commitment to diversity, equality, and inclusion, reinforcing our commitment to building a workplace where every colleague feels valued, supported, and empowered to thrive. By continuously reviewing and enhancing our reward structures, we are ensuring that all employees are recognised and compensated fairly for their contributions and fostering an inclusive culture where talent and performance drive success.

