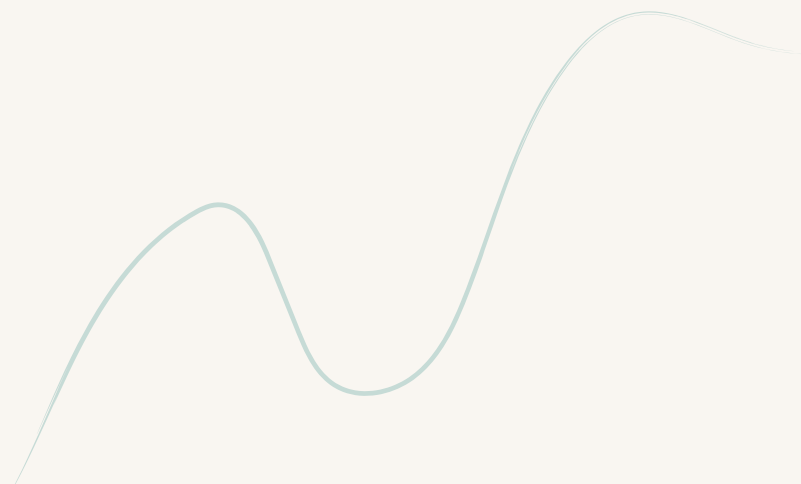




# Gender Pay Report

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April 2021



## INTRODUCTION

At Mamas & Papas, we're committed to building a diverse and inclusive workplace where colleagues are happy and confident to be themselves and know they will always feel warmly welcomed. Reducing our gender pay gap and increasing the representation and opportunities for women at all levels remains a core focus for us.

We're pleased that the 2021 results reflect the work we've been doing and continue to do to, with 80% of women in senior roles and 79% of women in middle management roles in 2021.

We demonstrate our commitment to this with our leadership team being made up of 5 women out of a team of 9. We know there is always more to do, and we are committed to support the development of women in retail, further helping us on our journey towards gender equality.



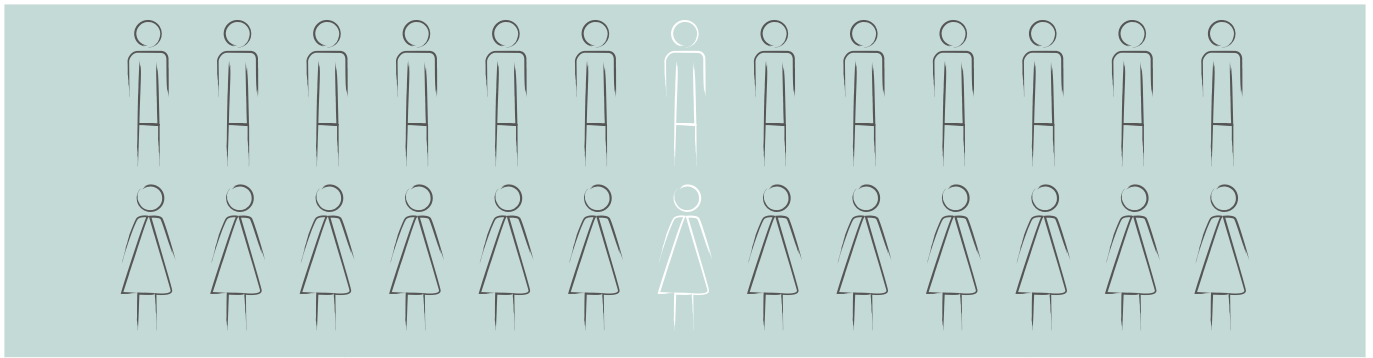
## MEASURING THE PAY GAP

Under the UK Government's Gender Pay Gap Regulations, employers in Great Britain with 250 or more employees need to report their gender pay gap.

### What is the gender pay gap?

The gender pay gap shows the difference in the average hourly earnings of men and women across an organisation, regardless of their roles or industry sectors. The statistics can be affected by a range of factors, including the different number of men and women across all roles right across the workforce. The gender pay gap is different from equal pay. 'Equal pay' is about men and women receiving equal pay for the same jobs, similar jobs or work of equal value.

Under the regulations there are two ways to measure the pay gap.



### 1. Median pay gap

The median represents the middle point of a population. If you lined up all of the women at a company and all of the men, the median pay gap is the difference between the hourly rate of pay for the middle woman compared to the hourly rate of pay for the middle man.

### 2. Mean pay gap

The mean gender pay gap is the difference between the average hourly rate of pay for women, compared to the average hourly rate of pay for men, within a company.

Understanding Mamas & Papas pay gap in this report we are providing our data across two distinct industry sectors – retail and head office services. Details for April 2021 are set out below:

### M&P Median hourly pay gap

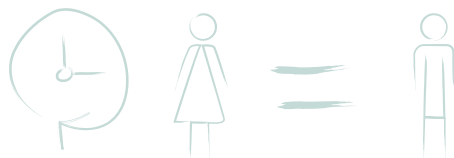


### M&P Mean hourly pay gap



### 57% (358 people)

Of our workforce are hourly stores and warehouse colleagues



### 0% MEDIAN PAY GAP

Based on M&P hourly rates

At Mamas & Papas, 57% of our total workforce are hourly paid store and warehouse colleagues. Within this population we operate set hourly rates agnostic of gender. Therefore, if we were to calculate the gender pay gap on those rates alone, our median pay gap would be 0%.

Gender population by pay quartile The regulations require that we split our relevant paid colleagues into four equal quartiles and show the gender distribution for each quartile.

	TOP	61.8%	38.2%
	UPPER MIDDLE	86.6%	13.4%
	LOWER MIDDLE	68.6%	31.4%
	LOWER	97.4%	2.6%

## UNDERSTANDING MAMAS AND PAPAS PAY GAP

**Gender Bonus Gap:** There was no Company performance bonuses paid in the period to April 21. For the Financial Year 21/22 we're proud that we introduced a bonus scheme which is open to all job levels and roles across the business. Colleagues at the same level have the same bonus opportunity regardless of gender.

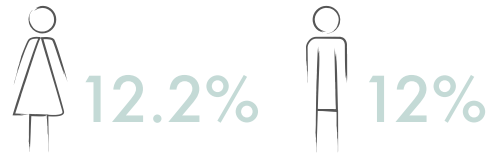
### M&P Median bonus gap



### M&P Mean bonus gap



Proportion of our men and women paid a bonus



## OUR PLANS TO CLOSE THE GAP / OUR COMMITMENT

Our ambition is for all our colleagues to have the opportunity to develop, progress and grow. As we continue to build a broader and stronger Mamas & Papas, we will better balance the number of men and women across our business and throughout our work levels.

We're committed to being a diverse and inclusive employer by addressing our gender pay gap. We've detailed some of the steps we are taking to address this. Gender diversity continues to be a key focus throughout 2022 as we move forward on our journey to even greater gender diversity.

### Colleague advocates

Our equality, diversity and inclusion plans are focussed on generating a programme of positive action for under-represented communities. We will be launching this in 2022, our first focus being gender diversity within our organisation.

Alongside this, we will be establishing inclusion working groups which bring colleagues together to talk and find support on shared experiences such as menopause, fertility, mental health and gender fluidity. We'll continue to build on the momentum of these in our inclusion working groups to improve the gender diversity agenda within all formats of our business.

### Work where it works

In 2021, we introduced our hybrid working model to encourage home office colleagues, where their jobs allow, to be able to work in a hybrid model with three days in the home office and two days from home. In addition, we have flexible working policies that are available to all colleagues, at all levels, and are an important part of supporting our colleagues to establish a working pattern that is effective for the business and right for them.

### Advertise all vacancies

All our vacancies are advertised internally and candidates who apply for these are given developmental feedback regardless of outcome. Our new recruitment system has improved reporting functionality which allows us to monitor candidate attraction and diversity through all stages of the recruitment life cycle. We want our hiring managers to consider gender diversity at all levels of the business, which is why we will be focusing on providing training on structured interviewing to reduce unconscious bias. We continue to have intentional checkpoints such as balanced interview panels for all senior hires.

## Development

We have continued to support the accelerated development among our high potential female colleagues through both individual and cohort development programmes. Our 'Leading with Grit' programme helps colleagues develop the skills they need to take the next step in their career at Mamas & Papas, and we currently have over 70 colleagues enrolled across our retail and head office formats.

We are currently developing store development programmes which helps colleagues develop the skills they need to take the next step in their career at Mamas & Papas. Our Apprenticeship programmes are open for all colleagues to apply. This year we have introduced both professional apprenticeships and management apprenticeships for our colleagues.

## Creating an inclusive culture

Together, we can build an inclusive workplace that enables everyone to reach their full potential. Where every colleague can be proud to work for Mamas & Papas, and proud to be themselves.

We provide training to all our managers, reinforcing the personal accountability of our leaders to positively influence the working environment they create, further helping us on our journey towards gender equality.











## Our Mamas & Papas talent analytics

We continue to regularly map our gender representation at all levels and formats across our business. We will be launching Diversity and Inclusion dashboards in 2022 so leadership teams can understand the diversity across our business to create an environment that supports all our colleagues. We are committed to ensuring we are a diverse and inclusive employer and that our colleague population is representative of the communities we serve. We engage our colleagues on our inclusion activity through various events, where we celebrate and champion diversity of thought across our business. We recognise we have more to do to achieve gender balance and are fully committed to this journey.

## The future

At Mamas & Papas we want to make sure that all our colleagues have the opportunity to fully develop their careers and are actively working to improve our gender balance at the more senior levels of our organisation. We currently have a 60% female participation rate on our Senior Managers' development programmes. We recognise we have more to do to achieve gender balance and are fully committed to this journey.

## Our key legal entities

Gender Pay By Entity	Hourly Pay		Bonus Pay		In Receipt of Bonus		Lower Quartile		Lower Middle Quartile		Upper Middle Quartile		Top Quartile	
	Mean Gap	Median Gap	Mean Gap	Median Gap	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Entity														
Group Combined Numbers	32.9%	11.8%	81.2%	40.0%	12.2%	12.0%	97.4%	2.6%	68.6%	31.4%	86.6%	13.4%	61.8%	38.2%
Mamas & Papas Ltd	8.2%	-7.3%	95.3%	0.0%	7.6%	10/9%	34.6%	65.4%	74.5%	25.5%	69.1%	30.9%	50.0%	50.0%
Mamas & Papas (Digital) Ltd	7.5%	34.9%	0.0%	0.0%	0.0%	0.0%	75.0%	25.0%	66.7%	33.3%	33.3%	66.7%	33.3%	66.7%
Mamas & Papas (Stores) Ltd	26.4%	6.3%	-43%	0.0%	16.5%	19.4%	96.4%	3.6%	97.6%	2.4%	87.3%	12.7%	86.9%	13.1%
Mamas & Papas (Concessions) Ltd	2.8%	9.2%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	84.0%	16.0%

I confirm that the information reported is accurate and meets the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Caroline Cording  
Group Human Resources Director