



Gender Pay Report 2023

April 2024

Introduction

At Mamas & Papas, we're committed to building an inclusive and diverse environment for all, 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 and we are committed to support the development of women in retail, further helping us on our journey towards gender equality. We demonstrate our commitment to this with our leadership team being made up of 5 women out of a team of 9.

We lead inclusively, collaborating across the business to inspire and support our colleagues to strengthen our inclusive culture. Flexible and hybrid working is a key enabler of inclusion, and we have continued to focus on this as we support all our colleagues to overcome their challenges, whatever their role, geography, or personal circumstances, this has extended our improvements to maternity and shared parental pay.

<p>Women continue to be well-represented at all levels across the group. Within our combined group companies, the proportion of women in the upper pay quartiles and the proportion of women in senior leadership roles has remained high.</p> <p>The gender pay gap captures the overall difference in average earnings between men and women. A pay gap can exist, even where men and women in comparable roles are paid at the same level, because the relative number of men and women will impact the average. Our gap is still driven by the higher proportion of female colleagues in our stores.</p> <p>We are committed to breaking down barriers across the group, to enable everyone to realise their ambitions and develop a fulfilling career with us.</p>	<p>Fast Facts</p> <p>890</p> <p>Total Colleagues (in the UK)</p>	
<p>85% Are female</p>	<p>66% Senior leaders are women</p>	<p>85% Middle leaders are women</p>

We have reported our gender pay gap for our UK Stores legal entity as we employ more than 250 employees in that entity, but we believe as an integrated business, it is our combined UK employee groups (see our key entities in the appendix) numbers that really matter:

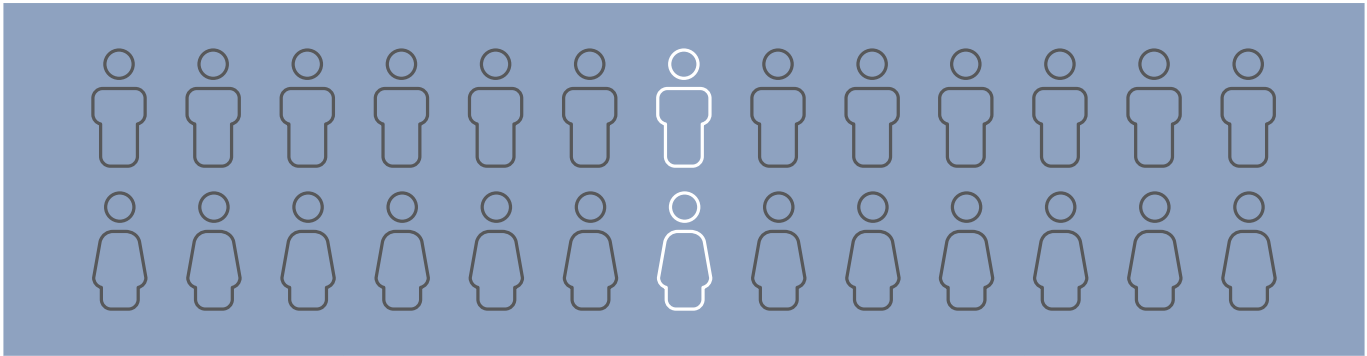
Measuring the pay gap

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

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

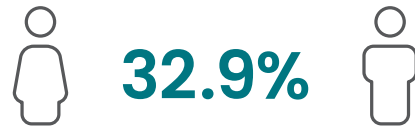
Mean pay gap The mean gender pay gap is the difference between the average hourly rate of pay for women, compared to the average hourly rate of pay for men, within a company.

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 2023 are set out below:

M&P Median hourly pay gap



M&P Mean hourly pay gap





66% of our workforce are hourly stores and warehouse colleagues



0% Median pay gap
Based on M&P hourly rates

At Mamas & Papas, 66% 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%.

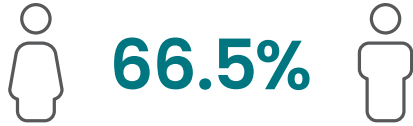
Gender population by pay quartile The regulations require that we split our relevant paid colleagues into four equal quartiles and show the gender distribution for each quartile.

		
Top Quartile	69.6%	30.4%
Upper Middle Quartile	88.6%	11.4%
Lower Middle Quartile	91.9%	8.1%
Lower Quartile	45.5%	54.5%

Understanding mamas and papas pay gap

Gender Bonus Gap: 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 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 as we move forward on our journey to even greater gender diversity.

Developing an inclusive culture

In 2023 we held Diversity & Inclusion workshops for our directors and senior managers and this will be cascaded to our people managers in 2024. The course aims to improve our colleagues' understanding of the importance and benefits of diversity and inclusion in the workplace and the important role they play in making it happen. We will establish a number of People and Culture Forums (our colleague networks) in 2024, and we will adapt our approach to have greater reach across our entire business. These forums will focus on leading change to ensure that Mamas & Papas remains a progressive and diverse employer in the long-term with equality and inclusion firmly embedded in its culture.

Our equality, diversity and inclusion plans are focussed on generating a programme of positive action for under-represented communities. We will be establishing inclusion and wellbeing forums which bring colleagues together to talk and find support on shared experiences such as gender diversity, menopause and mental health. We'll continue to build on the momentum of these in our forums to improve the gender diversity agenda within all formats of our business.

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 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
Group Combined Numbers	-32.9%	-14.7%	-66.5%	-71.4%	92.1%	92.4%	45.5%	54.5%	91.9%	8.1%	88.6%	11.4%	69.6%	30.4%
Mamas & Papas Ltd	-6.0%	7.8%	-35.8%	0.4%	96.5%	96.7%	50.9%	49.1%	63.8%	36.2%	71.9%	28.1%	54.4%	45.6%
Mamas & Papas (Digital) Ltd	6.4%	-21.6%	52.1%	-11.9%	100.0%	75.0%	100.0%	0.0%	66.7%	33.3%	33.3%	66.7%	66.7%	33.3%
Mamas & Papas (Stores) Ltd	-28.7%	-4.0%	-67.6%	-18.0%	96.6%	96.2%	100.0%	0.0%	96.7%	3.3%	91.4%	8.6%	83.9%	16.1%
Mamas & Papas (Concessions) Ltd	-4.4%	0.0%	-4.5%	-13.8%	84.3%	54.5%	96.9%	3.1%	93.7%	6.3%	100.0%	0.0%	92.2%	7.8%

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