



SHAW'S  
DEPARTMENT STORES

GENDER  
PAY GAP  
REPORT

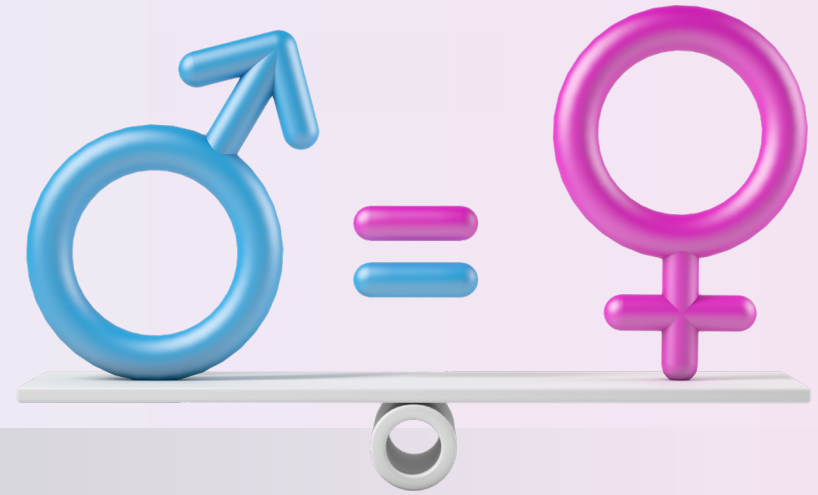
2023



# Gender Pay Gap (GPG)

## What is it?

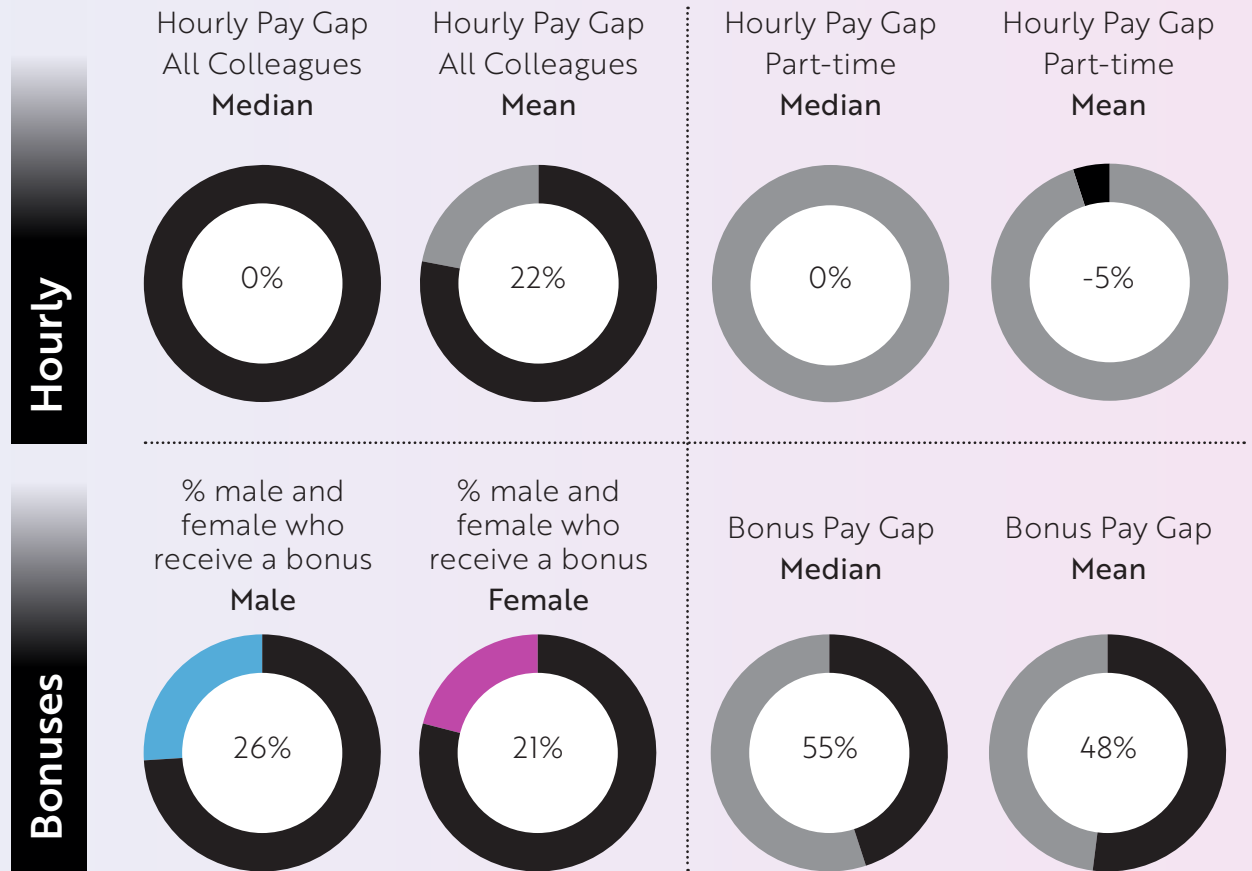
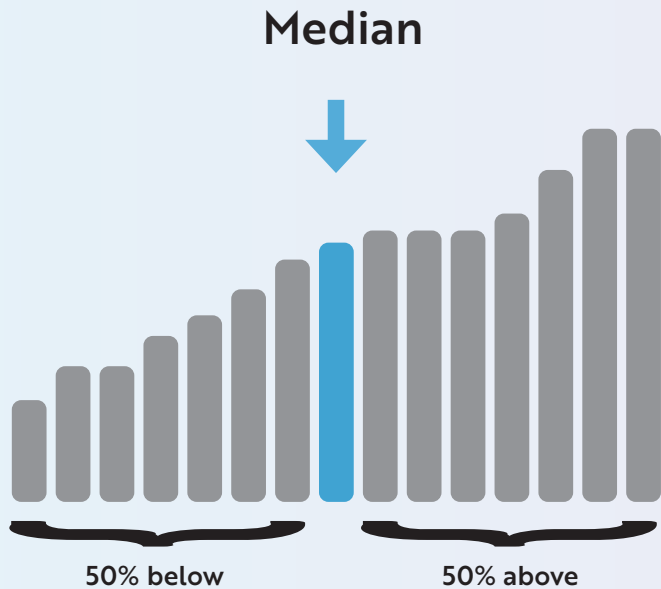
This is the difference between men's and women's average hourly pay across an organisation, expressed as a percentage.



## What is the difference between Mean v Median?

Mean is the average hourly pay.

Median is the midpoint in the hourly pay of both male and females



## Quartile – Criteria

This shows all of our colleagues divided into four equal sized groups based on hourly pay rates, with the top quartile covering the highest-paid 25% and the lower quartile covering the lowest 25%.

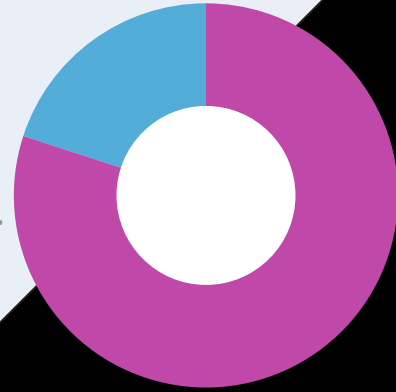
These figures represent the Gender Balance in each quartile.

Lower Male

**20%**

Lower Female

**80%**

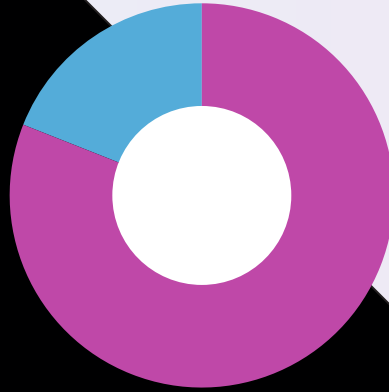


Lower Middle Male

**19%**

Lower Middle Female

**81%**

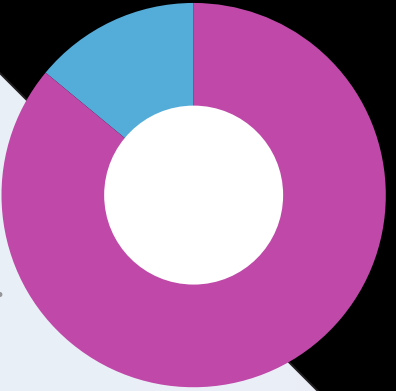


Upper Middle Male

**14%**

Upper Middle Female

**86%**

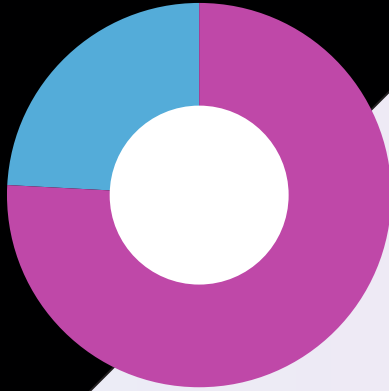


Upper Male

**24%**

Upper Female

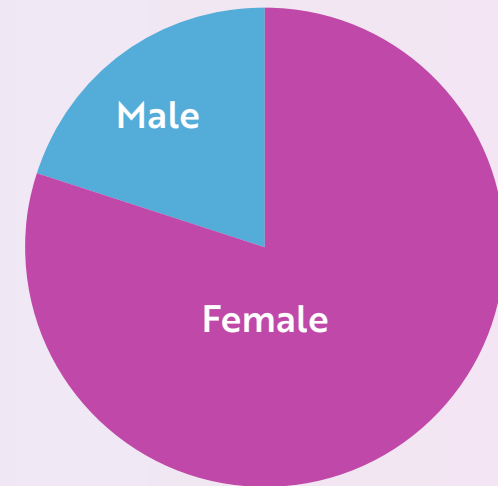
**76%**



## Understanding the Gaps:

- Gender representation in Shaws is in line with the retail industry.
- Culturally women are more likely to take time out of their careers to start a family.
- Women are most likely to act as a carer for family members.
- Due to the flexibility of the retail industry to offer part time roles, this leads to a higher proportion of women at entry level.

## Gender Representation



## Addressing our Gender Gap:

### Company Structure:

Over the past year, our company has made strides in promoting gender diversity, particularly in senior positions. Notably, there has been an increase in the number of females in senior roles, demonstrating our commitment to fostering an inclusive workplace.

### Recruitment and Selection:

To improve representation of women through all levels, particularly in senior roles, we will continue to ensure bias is mitigated through recruitment and selection experiences for new and existing colleagues.

### Training and Development:

In our ongoing efforts to foster a more inclusive workplace, we have over the duration of the reporting period, invested in leadership development programmes for 21 of our team, 12 of whom were female.

We will continue to ensure that all our team members, regardless of gender receive the same support and opportunities to progress, develop and enjoy a rewarding career with us.

### Performance Management:

We will continue to monitor trends in the distribution of performance reviews between genders across the organisation.

We will take action to mitigate bias throughout the assessment and scoring processes, developing line managers' understanding of where personal bias may be influencing.