

# BIG YELLOW SELF STORAGE

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## INCLUSIVITY AND DIVERSITY REPORT 2025

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# A WORD FROM OUR CEO



A decade ago, we began our journey to assess and develop strategies to improve diversity at Big Yellow. Initially, we focused on gender and have made significant progress, with greater representation of women in management roles at both Bagshot and our stores.

In 2020, we expanded our efforts to include ethnicity, leading to the formation of the Inclusivity and Diversity Committee, with rotating representation from across the business. Since then, we've broadened our focus to include additional characteristics such as disability and sexual orientation, which we are now actively measuring. We encourage two-way communication and the sharing of ideas, with the goal of continuing to improve and ensuring that everyone feels included, regardless of their background.

I am once again delighted with the work of our Inclusivity and Diversity Committee over the past year, with all members having been trained as Inclusivity and Diversity Experts, equipping them to offer even better support and advice to our team members. The Committee members have also formed various subcommittees, each dedicated to addressing women's equality, LGBTQ+ issues and ethnicity in greater depth.

Our partnerships with our Foundation charities have continued to grow, with the Big Yellow Foundation donating a total of £345,199 to its charities across the course of the year. In addition, our team members raised £14,760, as well as volunteering at various events organised by the charities. Nine team members were trained to support individuals with convictions in securing employment or placements, and an Interview Skills Workshop was created, to assist those supported by the charities in finding employment.

Our future initiatives include advancing the work of our Inclusivity and Diversity subcommittees and developing a strategy to create employment opportunities for people with disabilities. We will also collaborate with our Foundation charities and team members to further promote employee volunteering and fundraising.

I continue to champion these initiatives, not only because it is the right thing to do, but because more diverse businesses benefit from a wider pool of ideas and perspectives, which leads to better decision-making and, ultimately, greater success. I also believe we must be pragmatic in our approach, ensuring that we maintain the right balance so that all individuals, no matter their background, feel respected and included at Big Yellow.

A handwritten signature in black ink, appearing to read 'Jim Gibson'. The signature is fluid and cursive, with a long horizontal stroke at the end.

**JIM GIBSON**  
CEO

# OUR PROGRESS THIS YEAR



At Big Yellow, we put the person before the list of skills. That is why we recruit on personality and not just where you've worked before. While experience is valuable we can teach you the skills you need and are committed to helping you ...more



Three **Inclusivity and Diversity Sub-committees** have been formed, led by our Inclusivity and Diversity Committee members, focusing on women's equality, LGBTQ+ and ethnicity.

During the course of the year we worked with five of our Foundation Charities (Downs Syndrome Association, Breaking Barriers, Working Chance, Back Up Trust and Street League) to offer **fourteen work placements** within our Distribution Centre and our stores.

We introduced a new **Disability Support Policy** to highlight the Company's approach to creating an inclusive and supportive environment with regards to hiring, supporting, and making reasonable adjustments for employees with disabilities or long-term health conditions.

We have continued to support **Southwark Rugby Club**, which introduces rugby to children from disadvantaged backgrounds where the support is not usually offered. We have also supported the **Headlong Theatre Company** who engage with diverse audiences and we have provided support and studio space to the **London's Children's Ballet**.

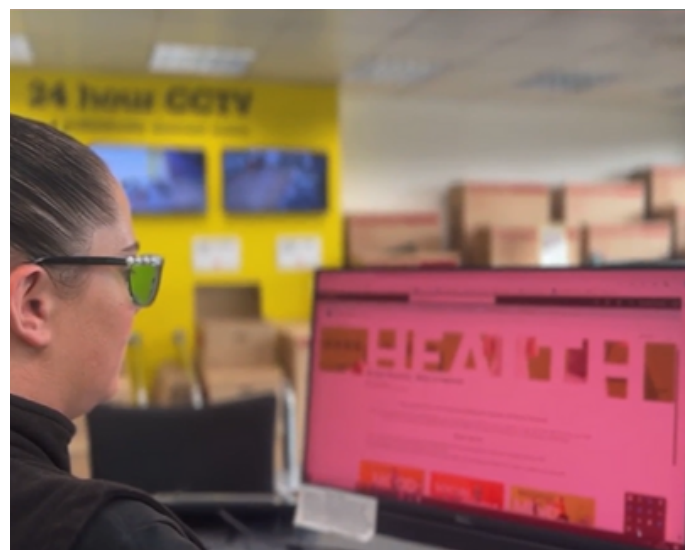
We completed a new **recruitment film**, which, was designed to provide a clearer insight into the culture of working at Big Yellow.

Nine team members from Bagshot and the Stores participated in a **Mentoring People with Convictions Workshop** to better support new team members and individuals on work placements within the Company.

We introduced a new **Inclusivity and Diversity Sub-Site** on our Intranet to raise awareness of the efforts of the Inclusivity and Diversity Committee and its Experts, as well as the resources and support available to all.

In line with National Dyslexia Awareness Week, a series of videos were produced showcasing team members with **dyslexia** and highlighting the support that the company provides.

We have reviewed the **Big Yellow Foundation Guide** within our induction modules for new team members and provided re-training for all existing team members on its content.



# OUR PROGRESS THIS YEAR

In line with our strategy of improving our **brand awareness and recognition** as an employer of different diverse groups, we have continued to include posts on Facebook and LinkedIn throughout the year relating to our culture, religious festivals / celebrations, LGBTQ+, gender and mental health.

All members of the Inclusivity and Diversity Committee have been trained as **Inclusivity and Diversity Experts**, allowing them to offer improved advice and support to team members on inclusion and diversity matters. We now have a total of 13 Inclusivity and Diversity Experts within the Company.

We have designed an **Interview Skills Workshop** that we will run on an on going basis for our Foundation charities, offering advice and support to help those they assist in securing employment.

To encourage team member involvement and feedback, a series of **Inclusivity and Diversity Coffee Mornings** have been introduced at our Head Office. During these sessions, team members can discuss any topics they would like to raise with the Inclusivity and Diversity Committee.

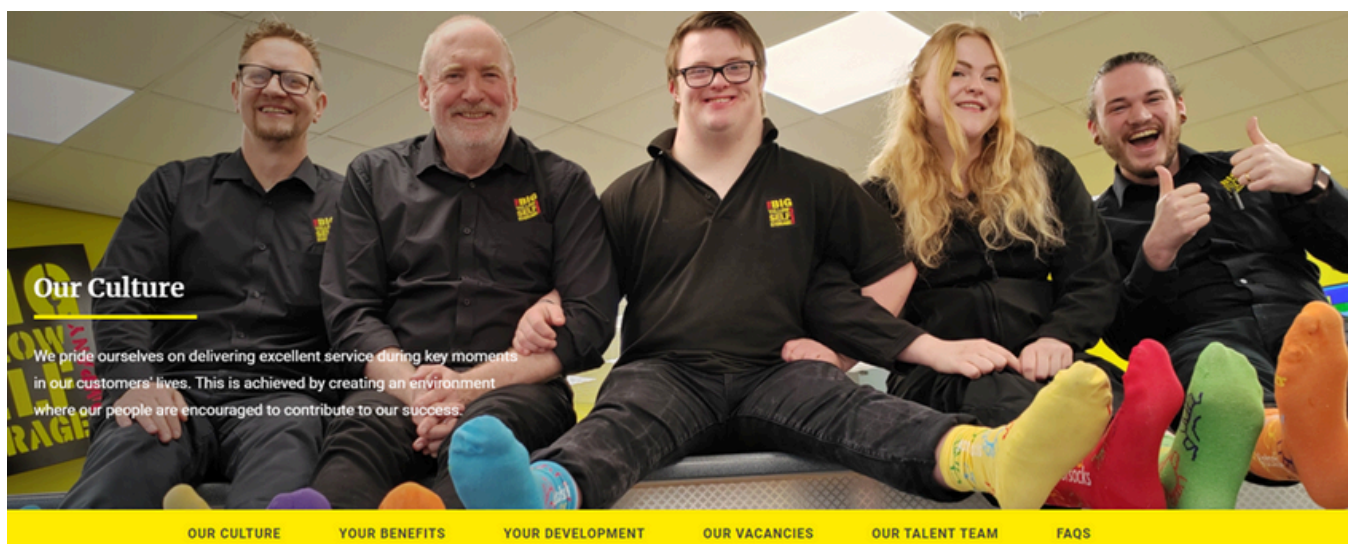
Our team members speak over 40 different **languages** details of which are all accessible through our Intranet, to support both our customers and colleagues.



At Big Yellow, creating an inclusive and diverse workplace is very important to Rahima, who has just joined our Inclusivity and Diversity Committee, advocate need to recognise the importance of creating an inclusive workplace where ...



We have updated the **Our Culture** pages on our website to include new content on involvement and engagement, as well as diversity and inclusivity. These updates offer a clearer reflection of our company culture and values, providing prospective candidates with a better understanding of what it's like to work at Big Yellow.





# 37.5%

of our Board Directors are women.

(37.5% in 2024)

(1)

# 41.7%

of our senior leadership team are women.

(45.5% in 2024)

(2)

# £443,652

Total income received by the Big Yellow Foundation to March 2025.

(£305,179 in 2024)

(3)

# 50%

of team members participating in our Store Manager development programme were women.

(38% for the scheme ending in 2024)

(1) Board of Directors includes Executive Directors and Non-Executive Directors as at 5<sup>th</sup> April 2025  
(2) Senior leadership team is key Department Heads  
(3) Restated at at 31.3.25 to include all Foundation revenue streams



## OUR PROGRESS IN NUMBERS

# 47%

of new starters in the Company between April 2024 and March 2025 were women.

(35% for the year April 2023 to March 2024)

# 21%

of our team members within the Company are over 50.

(19% in 2024)

# 50%

of team members participating in our Sales Advisor development programme are from an ethnic minority group.

(20% for the programmes ending in 2024)

# £345,199

of grants were paid out to our charity partners between April 2024 and March 2025.

(£255,700 for the year April 2023 to March 2024)



## OUR PROGRESS IN NUMBERS

# 48%

of ethnic minority Store Managers have been promoted internally.

(31% in 2024)

# £14,760

was raised by team members undertaking charitable activities.

(£8,732 in 2024)

<sup>(4)</sup>

# £869,944

of free space was donated for community or charity use for the year April 2024 to March 2025.

(£796,123 of free space was donated for the year April 2023 to March 2024)

# 40%

of new starters in the Company between April 2024 and March 2025 were of an ethnic minority group.

(33% for the year April 2023 to March 2024)

<sup>(4)</sup> Includes equal matching by Big Yellow

# WHAT OUR PEOPLE SAY

Being part of Big Yellow's Diversity and Inclusivity Committee is incredibly rewarding. My role involves ensuring everyone feels heard, respected, and valued by promoting diversity, addressing unconscious bias, and supporting under represented groups.

I joined the Committee to help create a fairer and more inclusive workplace. I believe that a diverse team leads to better and more innovative work.

I am dedicated to incorporating diversity and inclusivity into our daily work, building a community where different perspectives are celebrated. It also helps me connect and motivate my team, improve performance and resolve conflicts more diplomatically.

This experience has strengthened my commitment to promoting diversity and inclusion and I'm excited to drive positive change at Big Yellow, creating a workplace where everyone feels valued and respected.

**Anthony**  
**Inclusivity and Diversity Committee Member**



With 10% of the population believed to be dyslexic, my role as a Dyslexia Mentor at Big Yellow is extremely important to me. I started at Big Yellow 19 years ago and back then, dyslexia wasn't widely recognised in the workplace however, over the years this has changed.

It is important to me that others get the support they need and I use my personal experience to help them as best as I can.

My role consists of reaching out to people who have been diagnosed with dyslexia. I begin by being available to listen to their worries or questions they might have about dyslexia and being a reassuring and calming influence to them. I discuss the ways Big Yellow will support them to be the best they can with the available help and tools at their disposal.

I also provide support for managers, discussing and showing techniques to best help them if they have a team member with dyslexia.

Now as a company, we highlight and celebrate people with Dyslexia.

**Terry**  
**Dyslexia Mentor**

# WHAT OUR PEOPLE SAY

Working within the People Department at Big Yellow has given me an opportunity to make a positive impact on our employees and I am grateful that I am able to extend this to our Foundation Partners, through an Interviewing Skills workshop.

I designed the workshop to help individuals build confidence when attending an interview, with tips as to how they can prepare and answer common questions.

Our wider team will help facilitate mock interview sessions to encourage those who have attended to put their knowledge into practice. It is a rewarding way to support our Partners clients through their personal and professional development, which is something I am passionate about.

**Georgia**  
**Interview Skills Workshop Trainer**



My desire to join the Inclusivity and Diversity Committee is driven by my personal experiences and a deep belief that everyone deserves to be valued and respected for who they are.

I'm proud of the Committee's progress so far, and I'm eager to help continue driving positive change.

One way I aim to contribute is by organising quarterly coffee mornings in Bagshot, where we can share the Committee's achievements, celebrate inclusivity, and foster discussions on important topics.

I'm particularly excited about the Women's Equality Subcommittee, which, though still in its early stages, will enhance the Committee's overall efforts and give a stronger platform to gender equality issues.

**Charlotte**  
**Inclusivity and Diversity Committee Member**



# WHAT OUR PEOPLE SAY

Having now been part of the Big Yellow family for just over 12 years, approximately 3 ½ years ago I applied to be part of the Inclusivity and Diversity Committee and have found this to be one of the most rewarding parts of my job.

Over the last 12 months I have done many varied activities within my role on the Committee. I have become a mentor for Hiring people with convictions through Working Chance and I have received training on being an Inclusivity and Diversity Expert.

In this time, I also helped form the LGBTQA+ subcommittee 'LGBT-Q&A' where we are working on raising awareness through regular posts on our Intranet Blog and getting other like-minded people across the Company to join and share their stories.

Due to the training I have received, I now feel I have a better understanding of Inclusivity and Diversity as a whole and I have a better insight in how to help and support the wider community.

**John**  
**Inclusivity and Diversity Committee Member**



Since 2023, I have had the privilege of serving as a mentor with St Giles Trust, an experience that has been both deeply fulfilling and impactful. Mentorship, to me, is a powerful exchange of knowledge and skills that encourages mutual growth and development.

Through this role, I have been honoured to guide individuals, witness their progress, and celebrate their achievements. Being a mentor is not just about providing advice or guidance it's about being a trusted resource and a consistent presence for someone navigating their journey. Seeing the tangible results of this connection has been incredibly rewarding.

This experience has also inspired me to extend my mentorship skills to Big Yellow, where I look forward to offering meaningful support to those who need it. I am eager to continue making a positive difference by empowering others to reach their potential whilst supporting Big Yellow's inclusivity and diversity.

**Mel**  
**Hiring People with Convictions Mentor**

# WHAT OUR WORK PLACEMENTS SAY



**Rebecca**

My time at Big Yellow Hillsborough has been amazing. The team has been so supportive during my training period, if I appear to be struggling at all they are there to help at once. Being accepted as part of the team has been most valuable to me, as I am on a work placement from Working Chance.

Professionally, my confidence and specific skills have grown when dealing with the company systems used at Big Yellow. I am already a self-employed business owner with some knowledge of IT but this is very different. I have found the team's patience in teaching me these systems most helpful. Any rare tasks which will be a learning experience have been saved for the time I am on shift, such as overlocking rooms or bolt cropping. The day-to-day tasks such as walk rounds and fire tests, I am trusted to complete and sign off and the variety of skills grow every day. It's never boring at Big Yellow!

I have mostly enjoyed the teamwork aspect and dealing with customers - I'm a people person at heart. The inclusivity here is great, from being invited to Christmas parties and team events to receiving recognition points for good customer reviews. I have also enjoyed learning the theory behind the sales side of storage.

Re-entering employment and divulging a conviction is extremely daunting however, I really wish I hadn't put it off for so long and would encourage others to just go for it - Big Yellow is a great employer!

# WHAT OUR WORK PLACEMENTS SAY



## WORKING CHANCE

Unlocking women's potential

### Natalie

My time at Big Yellow has been very challenging as I thought I could never get past probation, due to all the new things I had to learn from scratch. I never knew that a storage company had so many different avenues to learn new things. I literally thought a customer comes in, gets a unit, pays and we give them the key but it's far from that.

I fully enjoyed the learning online because it covered all angles of working within Big Yellow from beginning to end and it was easy to follow step by step. The most valuable aspect I have had at Big Yellow was the support, when some days I was stuck and struggling and didn't have a clue what I was doing, the staff and team explained everything thoroughly and supported me through.

I lacked confidence in dealing with some of the prospects as I have never worked as a Sales Advisor before but my team made me more comfortable when dealing with them. The specific skills I have gained during my placement are using different computer systems and to be fair sales in general, as this is my first time working in the sales industry.

What I have found most rewarding about my experience at Big Yellow is meeting new customers and staff and building a relationship with them. I literally have a new family at work where we support and help each other, which makes the job more enjoyable.

The most challenging part in my role was learning the new systems and also gaining the confidence not to get things wrong when dealing with prospects. I learnt them by completing training and not being afraid to ask any questions to my team members for anything I struggled on.

The advice I would give future candidates is GO FOR IT!! If I can do it anyone can. At first everything seemed like I wasn't going to get through it but the right support and all the training provided made my journey much easier and pleasant to complete.

# A WORD FROM BIG YELLOW FOUNDATION PARTNER SUPPORTING WOUNDED VETERANS



Supporting Wounded Veterans aims to deliver independence to ex-military personnel whose lives have been shattered by injury and trauma. We help them to regain their confidence, build vital peer and professional networks, manage their pain and mental health, and work towards securing occupation, training, or employment. Each year, our work transforms the lives of over 500 Veterans and their families. We could not do this without Big Yellow.

We are proud to be one of Big Yellow's nominated charity partners. The generosity and commitment of staff and customers alike has enabled us to invest £80,000 into the development of our critical support pathway programmes – so we can reach and impact more lives, every day. During 2024, and with Big Yellow's support:

- 44 wounded veterans were able to access sports rehabilitation
- 104 veterans with chronic pain were given help to manage their symptoms
- 100 veterans were provided a dedicated, trained Mentor
- 307 veterans engaged in our Employment programme

Big Yellow's funding changes lives. It enables us to provide the sustained support needed to move veterans from breaking point and towards a brighter future.

**Faith Griffiths**  
**Head of Fundraising**



# A WORD FROM BIG YELLOW FOUNDATION PARTNER THE DOWNS SYNDROME ASSOCIATION



The Down's Syndrome Association greatly values the support of the Big Yellow Foundation which helps the charity support many people who have Down's syndrome including their families and carers.

People who have Down's syndrome are often marginalised and overlooked in society but with support from companies such as the Big Yellow Foundation, people who have Down's syndrome can be empowered with inclusivity.

This is demonstrated through the WorkFit programme, the charity's award-winning employment programme, which provides sustainable work opportunities for people who have Down's syndrome. Hundreds of people who have Down's syndrome have been hugely positively impacted because of securing employment opportunities.

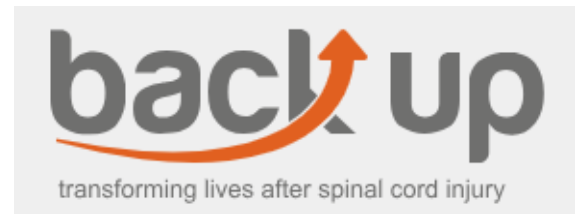
WorkFit candidate Josh has been at Big Yellow store in Cardiff since 2022 and has embraced the opportunity working on tasks including handling deliveries, restocking and understanding security. The work placement has helped to transform his life by giving him independence and self-confidence, with his family commenting how he has grown personally as well as professionally.

Alison Thwaite, Head of Employment Services at Down's Syndrome Association commented, "Support from a range of companies and foundations is vital for the Down's Syndrome Association as it enables our charity to run our many services and programmes, including our supported employment programme, WorkFit. This fantastic partnership has helped to support the development of potentially life-changing employment opportunities for people who have Down's syndrome by enabling them to secure employment with support from WorkFit."

**Beverley Vardigans**  
Downs Syndrome Association



# A WORD FROM BIG YELLOW FOUNDATION PARTNER THE BACKUP TRUST



Our partnership with Big Yellow means we can provide transformative support to adults, young people and children affected by Spinal Cord Injury, through our award-winning services.

Big Yellow provide practical support, by volunteering their time to get people back to work. Our Skills for Work course is designed to encourage people with spinal cord injury to recognise their skills, build confidence and discover that they can find meaningful employment opportunities after injury. With their incredible support, we have been able to launch a new vocation service, Coach to Work. This vital service means we can train and support coaches, who then guide individuals throughout the programme, ensuring the best possible outcomes.

Often, after a spinal-cord injury, our service users can feel lost, especially if they are unable to return to the work they were doing before their injury. These provisions help individuals to realise that life doesn't have to end after a spinal cord injury and they can still achieve their aspirations.

We are enormously grateful to Big Yellow for supporting this life-changing work. This partnership truly changes lives and we're excited to see more positive outcomes, as we continue to go from strength to strength.

**Charlene Vallory**  
Director of Fundraising





HELPING  
VULNERABLE  
PEOPLE  
LEAD  
BRIGHTER  
LIVES

£1.5m raised for our  
**CHARITY PARTNERS**



# OUR SOCIAL MEDIA



Big Yellow Self Storage  
4,614 followers  
6d • 🌐

In this video, Haydn explains how [Street League](#) has supported him over the last 18 months.

In 2024, Street League welcomed over 2,900 young people onto their programmes to help build a brighter future through sport and employability workshops. So far, 1,600 of them have moved on to jobs, education or further training opportunities. As one of our incredible charity partners, Street League is supported by the Big Yellow Foundation via the funding of these transformational workshops for young people.



Big Yellow Self Storage  
4,579 followers  
9mo • Edited • 🌐

The [Down's Syndrome Association](#) has been a charity partner for the Big Yellow Foundation over the last six years and we are proud to have supported their WorkFit programme during this time.



**CONGRATULATIONS JOSH**

We are delighted to have offered Josh a permanent role with Big Yellow in Cardiff and he has accepted. Josh has been a wonderful addition to the team. We are grateful to the Down's Syndrome Association and its WorkFit programme for their continued support.



Big Yellow Self Storage  
4,577 followers  
2mo • 🌐

The Big Yellow Foundation proudly supports seven charity partners, including the inspiring [Backup](#) trust. ...more



Partners to  
**SEVEN  
CHARITIES**  
Including the  
**BACK UP TRUST**



Big Yellow Self Storage  
4,614 followers  
7mo • 🌐

To mark Refugee Week, we are spotlighting one of our charity partners [Breaking Barriers](#) which gives refugees a second chance at employment and help rebuild their lives. ...more



**SUPPORTING  
BREAKING BARRIERS**

# EMPLOYEE VOLUNTEERING



Big Yellow brought together a team of employees, from both stores and head office, along with several volunteers, to decorate St Columbo's Church in Knightsbridge for the Supporting Wounded Veterans annual Carol Concert.

The team worked tirelessly to transform all three floors of the church, filling the space with numerous Christmas trees, wreaths, baubles, and bows.

The donations from the carol concert helped to support Supporting Wounded Veteran's vital work in providing both physical and psychological care to help UK veterans regain their independence.

**Sabina, Sasha and Debbie**



We were excited to support St Giles Trust by helping them sell their signature winter candles at their Christmas market stall in Hayes Galleria, Central London.

All proceeds from the candle sales went directly towards supporting St Giles in their mission to use real-life experiences to offer advice, training, and support, helping individuals build a brighter future.

**Sabina and Sasha**

# EMPLOYEE FUNDRAISING

Towards the end of 2023 Big Yellow gave me the opportunity to run in London marathon, as part of their work alongside the charity partner St Giles' Trust.

St Giles' focus on giving people a second chance, supporting those who are vulnerable. It was a really important cause for me because I think that often a lot of people don't even get a first chance based on their environment and upbringing. Working with the charity was fantastic, and they gave me all the support I needed when fundraising.

The experience is something that I will never forget and I am really grateful to St Giles' for giving me the opportunity.

My fundraising page closed at the end of 2024 and I managed to raise £1,420. Big Yellow kindly agreed to match this so together, we raised a massive £2,840!

**Joshua**



Last year Big Yellow gave me the opportunity to participate in the Manchester 10K. At the time this was by far the furthest distance that I had ever tried to run and seemed like a daunting task. I had a few months to train and mentally prepare myself for the event and thankfully the atmosphere and crowd helped carry me on the day.

I was able to use this experience to fundraise for the Big Yellow Foundation and through everyone's kind donations, surpassed the target I had set myself.

This was then matched by Big Yellow bringing the total amount in donations to over £800. This was a fantastic experience and has led to a love of running and bigger fundraising plans in the near future including running The Chester Triple.

**Anja**

# EMPLOYEE FUNDRAISING

Last year I had the absolute privilege of being Master of my Masonic Lodge. It's the highest honour that can be conveyed upon a member of the Lodge.

As the Master, I had the choice of choosing a charity to raise funds for and what better charity than The Big Yellow Foundation! Knowing that our Lodge would be able to help vulnerable people coupled with Big Yellow matching our donation, it was an absolute no brainer!

From November 2023 through to October 2024 we held a few events, a race evening, a quiz night, a raffle and two charity collections from the members of Lodge.

We are very proud we hit our £1,000 target that was sent to the Foundation.

**Gary**



On the 19th of May 2024, I completed The AJ Bell Great Bristol 10K Run to raise funds for charities supported by The Big Yellow Foundation. Prior to accepting the challenge, I had only ever run a maximum of 6km, so I knew preparation for the event was key.

The support and motivation I received from my colleagues, friends and family along the way was priceless and I must add that, the weather on the day, was perfect for the event.

It was challenging to say the least but I was driven to the finish line by seeing the efforts of all the other participants.

I am very proud to have exceeded my target and raised £405 for the charities supported by the Foundation and for pushing myself out of my comfort zone to success. I am very grateful to all my colleagues for all their support and the motivation I received from other runners and the public.

**Henry**

# OUR GENDER AND ETHNICITY PAY GAP 2025

## WHAT IS THE PAY GAP ?

The pay gap shows the difference in average earnings between groups of colleagues across our business. Our report shows the differences in pay between men and women as well as our ethnically diverse and white colleagues.

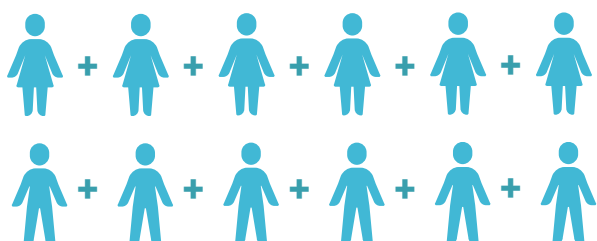
Equal pay is not the same as the pay gap figures which we are reporting here. Equal pay is about how much our colleagues are paid for doing the same or a similar job which is considered to be of equal value. An example of this is that we pay individuals according to their role, irrespective of their gender or ethnicity.



### MEDIAN



### MEAN



## HOW DO WE CALCULATE OUR PAY GAP ?

Imagine our colleagues (both men and women) lined up in a row from the lowest to the highest paid. The pay of the colleague in the middle is the Median.

The Median Pay Gap is the difference between the middle colleague who is a man and the middle colleague who is a woman and the middle ethnically diverse colleague and the middle white colleague.

To calculate the Mean Pay Gap we take the average pay of all of our colleagues who are men and compare this to the average pay of all of our colleagues who are women and the same for our ethnically diverse colleagues compared to our white colleagues.

# OUR GENDER PAY GAP 2025

The data below is based on hourly rates of pay as at the snapshot of 5th April 2025 and bonuses paid in the year to 5th April 2025.

## MEAN AND MEDIAN GENDER PAY GAP

DIFFERENCE BETWEEN HOURLY EARNINGS FOR MEN AND WOMEN

ALL TEAM MEMBERS

SNAPSHOT DATE	MEAN	MEDIAN
05-APR-25	24%	6%
05-APR-24	20%	4%
05-APR-23	24%	3%
05-APR-22	24%	6%
05-APR-21	25%	7%

DIFFERENCE BETWEEN HOURLY EARNINGS FOR MEN AND WOMEN

EXCLUDING DIRECTORS

SNAPSHOT DATE	MEAN	MEDIAN
05-APR-25	11%	5%
05-APR-24	9%	4%
05-APR-23	10%	3%
05-APR-22	13%	6%
05-APR-21	9%	5%

Our Mean Gender Pay Gap for 2025 is 24% (2024: 20%), with the Median Gap increasing slightly from 4% to 6%.

This movement reflects changes in the composition of our most senior roles, including the appointment of a male manager to a new senior position and the hiring of a male director to fill a role that was vacant as at the 5th April snapshot date, in the previous year.

It also reflects a reduction in female representation in the Upper Quartile to 31% in April 2025 (April 2024: 35%).

The representation of women within the Upper Middle Quartile has increased to 44% in April 2025 (April 2024: 42%). This has resulted from three Female new starters in the Quartile compared to two Male leavers.

Our Gender Pay Gap as at April 2025 is still impacted by women holding fewer senior positions within the organisation than men - whilst women made up 44% of our workforce in April 2025 (April 2024: 43%) all of our Executive Directors are men.

Our Mean Pay Gap excluding Directors is 11% (April 2024: 9%).

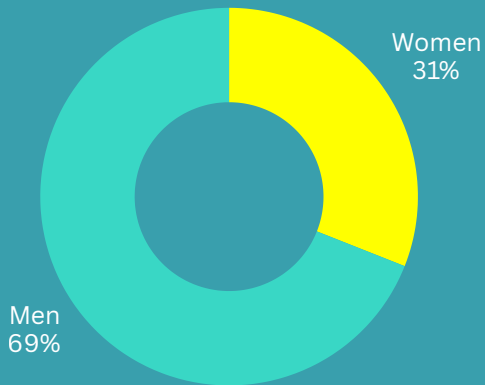
Our Gender Pay Gap is also influenced by the long tenure of our leadership team, with three of our four Executive Directors having held their positions for over 18 years, with two being the original founders. The only recent addition to the Executive team was appointed based on being the most qualified candidate for the role, who on this occasion was male.

This stability at the top of the organisation means opportunities for senior appointments are infrequent, but we remain committed to ensuring that when they do arise, we attract and consider a diverse pool of candidates.

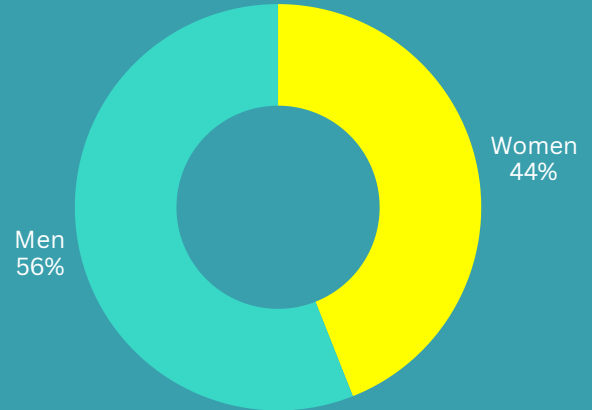
In addition, we have increased the representation of women on our management training programmes to provide more opportunities for their promotion internally.

# MEDIAN GENDER PAY BY QUARTILE

Upper Quartile 3%



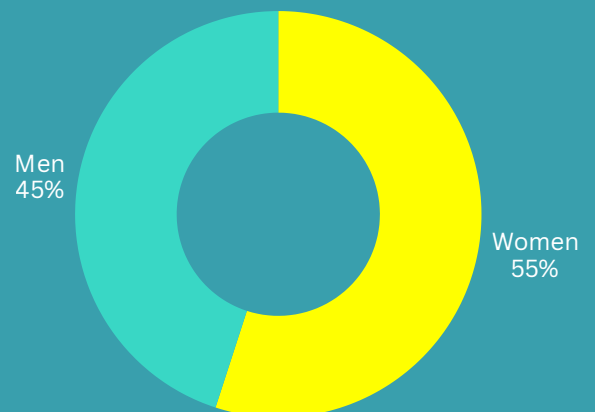
Upper Middle Quartile 1%



Lower Middle Quartile -1%



Lower Quartile 2%



Our Gender Pay by Quartile shows a higher representation of team members who are women within the Upper Middle Pay Quartile, with a two percentage point increase in the representation of women in this quartile, compared to 2024.

The representation of women in the Lower Quartile (55%) is reflective of a higher number of part time roles being filled by women across Bagshot and the Stores.

The salaries of our Store and Customer Support team members are paid in accordance with set pay bands meaning that the salaries for team members who are women within the Lower and Lower Middle Quartiles are 100% equivalent to those who are men.

# BONUS PAY DATA

DIFFERENCE BETWEEN BONUS PAID TO MEN AND WOMEN

ALL TEAM MEMBERS

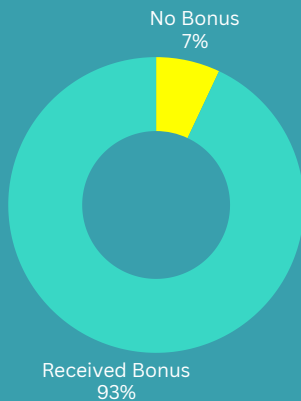
SNAPSHOT DATE	MEAN	MEDIAN
05-APR-25	77%	22%
05-APR-24	42%	13%
05-APR-23	34%	14%
05-APR-22	56%	36%
05-APR-21	52%	26%

DIFFERENCE BETWEEN BONUS PAID TO MEN AND WOMEN

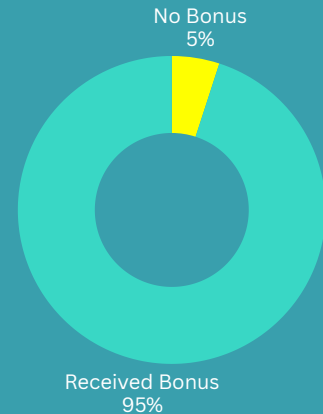
EXCLUDING DIRECTORS AND PART TIME WORKERS

SNAPSHOT DATE	MEAN	MEDIAN
05-APR-25	36%	13%
05-APR-24	15%	20%
05-APR-23	26%	12%
05-APR-22	39%	26%
05-APR-21	17%	21%

MEN



WOMEN



All of our employees participate in a performance-based bonus scheme, where bonuses are calculated as a percentage of their salary. Every Head Office employee receives the same percentage bonus, determined by the overall performance of our Stores.

Our Mean Bonus Pay Gap for 2025 has increased to 77% (2024: 42%). This increase resulted from a significant number of shares options being exercised by three Executive Directors (all of whom were male), marking a notable change from the three previous years, when no Executive Directors exercised any share options. If we remove these Directors from the calculations, the Mean Bonus Gap would fall to 42%.

The Gap is also affected by the fact that only 40% of our full-time team members are women (2024: 41%). If we exclude Executive Directors and part time team members from our calculations, our Mean Bonus Pay Gap falls to 36% (2024: 15%). Furthermore, excluding share options, this falls further to a Mean of 16% (2024: 9%).

In relation to those team members who did not receive a bonus payment, if we were to adjust for team members who were not employed during the period to which the bonus related, 99% of women and 99% of men who were eligible to receive a bonus did in fact receive one.

# OUR ETHNICITY PAY GAP 2025

The data below is based on hourly rates of pay as at the snapshot of 5th April 2025.

## MEAN AND MEDIAN ETHNICITY PAY GAP

DIFFERENCE BETWEEN HOURLY EARNINGS FOR ETHNIC MINORITY AND WHITE EMPLOYEES

ALL TEAM MEMBERS

SNAPSHOT DATE	MEAN	MEDIAN
05-APR-25	6%	6%
05-APR-24	5%	7%
05-APR-23	6%	4%
05-APR-22	0%	5%
05-APR-21	1%	4%

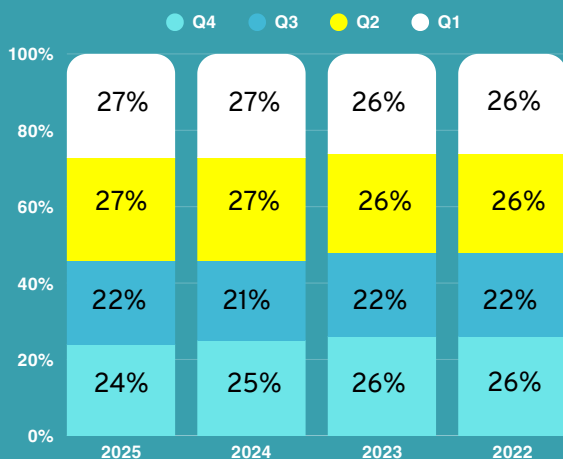


Our Mean Ethnicity Pay Gap for all employees is 6% in April 2025, compared with 5% in April 2024. This movement is driven by the appointment of an additional Director. Excluding this appointment, the Mean would have improved to 4%.

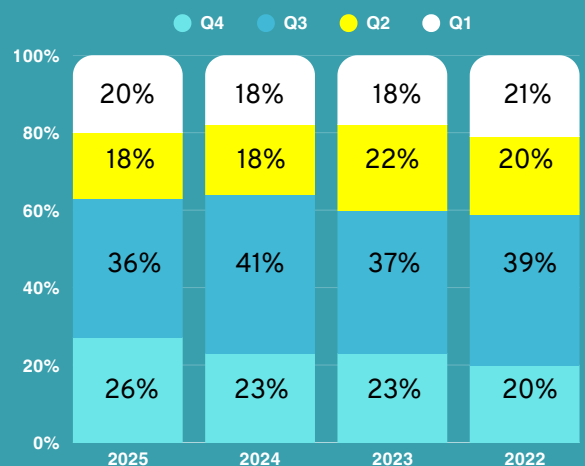
Encouragingly, the Median Pay Gap has continued to move in the right direction, reducing to 6% from 7% in April 2024, reflecting positive progress across the wider workforce.

## DISTRIBUTION OF ETHNIC MINORITY AND WHITE EMPLOYEES BY QUARTILE

Representation of white employees in the quartile

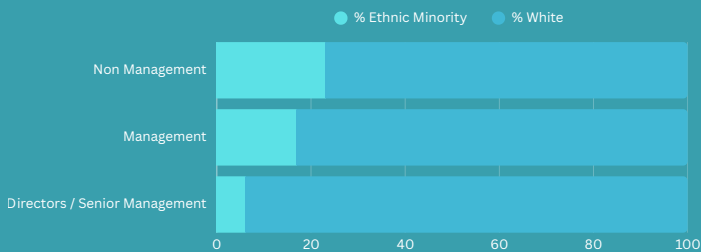


Representation of ethnic minority employees in the quartile

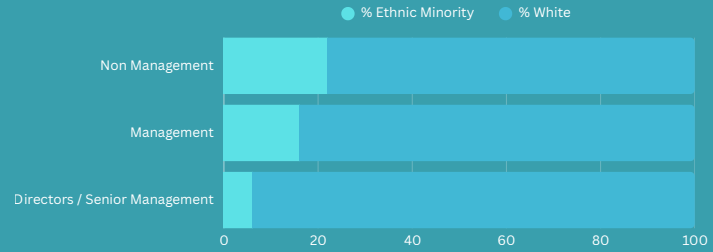


# ETHNIC MINORITY AND WHITE EMPLOYEES BY POSITION

Analysis by Position April 2025



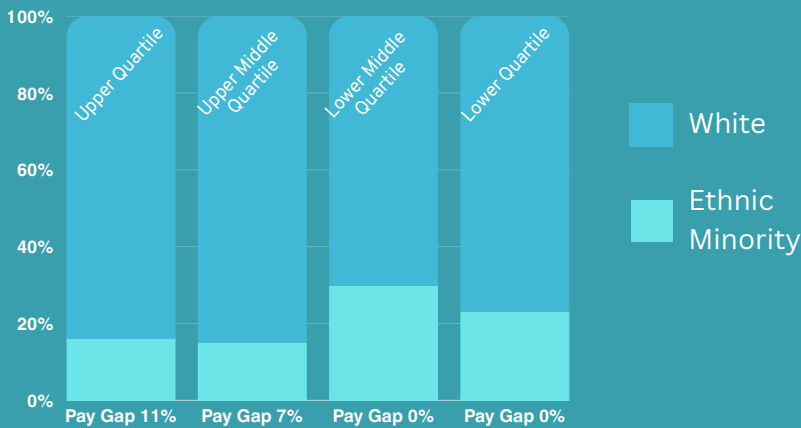
Analysis by Position April 2024



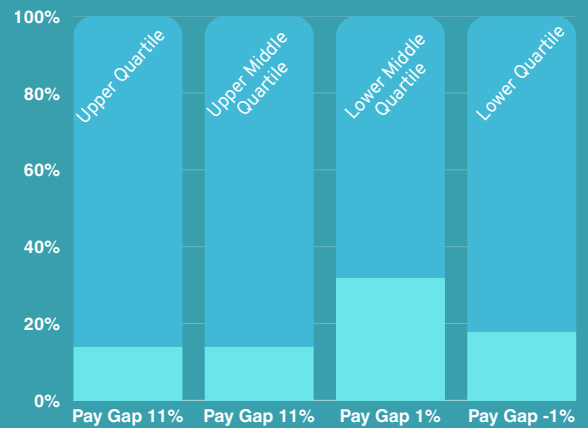
The number of management positions occupied by ethnic minority employees has increased to 16% (2024: 15%).

# ETHNIC MINORITY AND WHITE EMPLOYEES PAY / PAY GAP BY QUARTILE

Median Ethnicity Pay by Quartile April 2025



Median Ethnicity Pay by Quartile April 2024



The representation of Minority Ethnic employees within the Upper and Upper Middle Quartiles has increased by 2 percentage points to 18% in April 2025 (April 2024: 16%).

This has resulted from the recruitment of new employees, including two hired for senior roles, as well as the promotion of current employees into the two Upper Quartiles.