



Ryman

GENDER PAY
GAP REPORT
2021

A message from Theo

“ Ryman is part of my retail group that also encompasses Robert Dyas, Boux Avenue and London Graphic Centre.

We are a family of multi-channel brands employing over 4,000 colleagues across 300 retail stores, focused on delivering fantastic customer service and first class product knowledge.

Our colleagues are at the heart of everything we do and their commitment to our values and vision is key to our success.

We are lucky to be in an industry that has always been inclusive but to be truly inclusive we must continue to value and celebrate what makes us different and create a feeling of belonging without judgement for all our colleagues. We continue to offer equal opportunities to develop and progress, at whatever stage in their careers.

The year to April 2021 was a tough year for everyone due to the continued situation with the Pandemic, which has impacted our statistics, but not our fighting spirit or passion for retail.

We continue to review our data to test our progress in all areas ensuring that this reflects our belief that diversity and equality have been, and will continue to be a key element of our success. ”



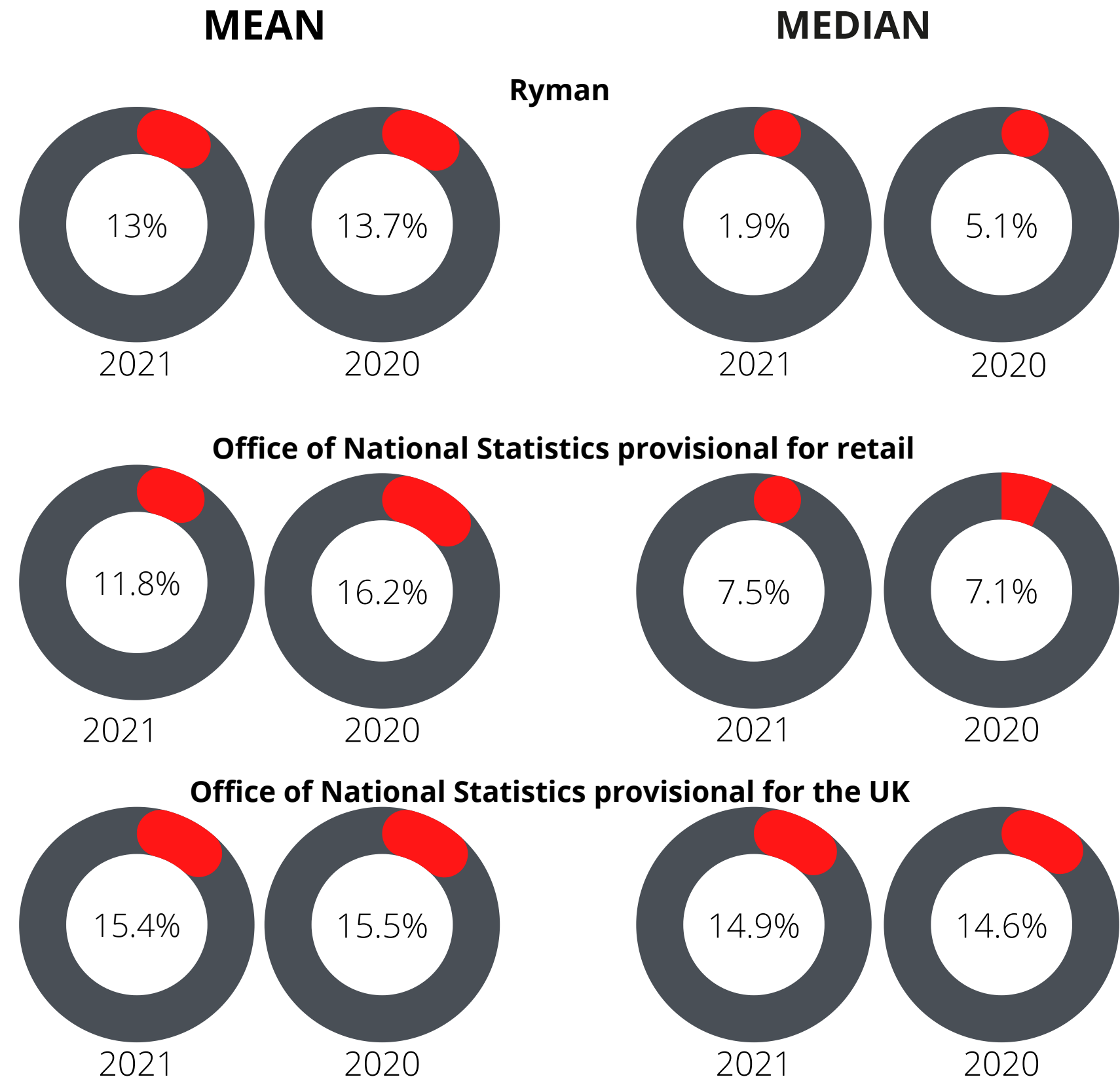
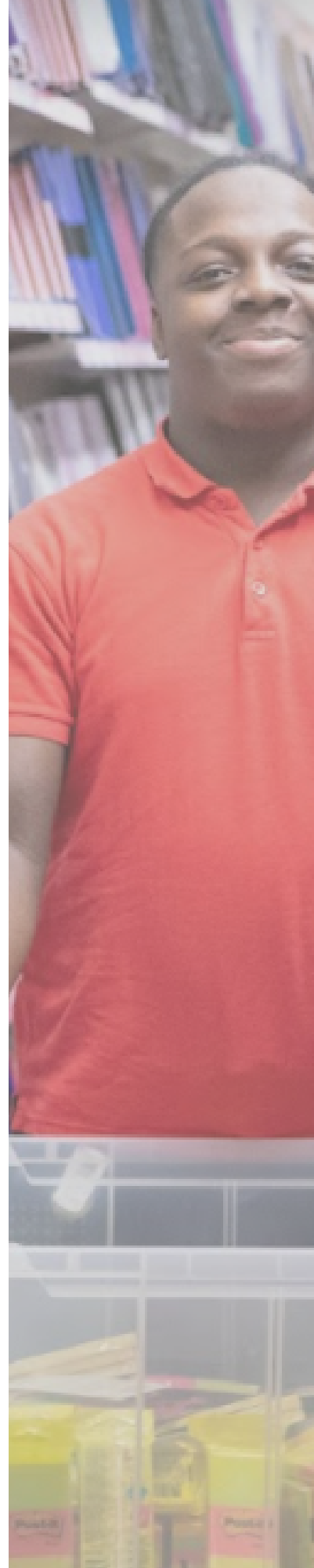
Theo Paphitis
Chairman

Gender Pay Gap: What do we report on and our statistics

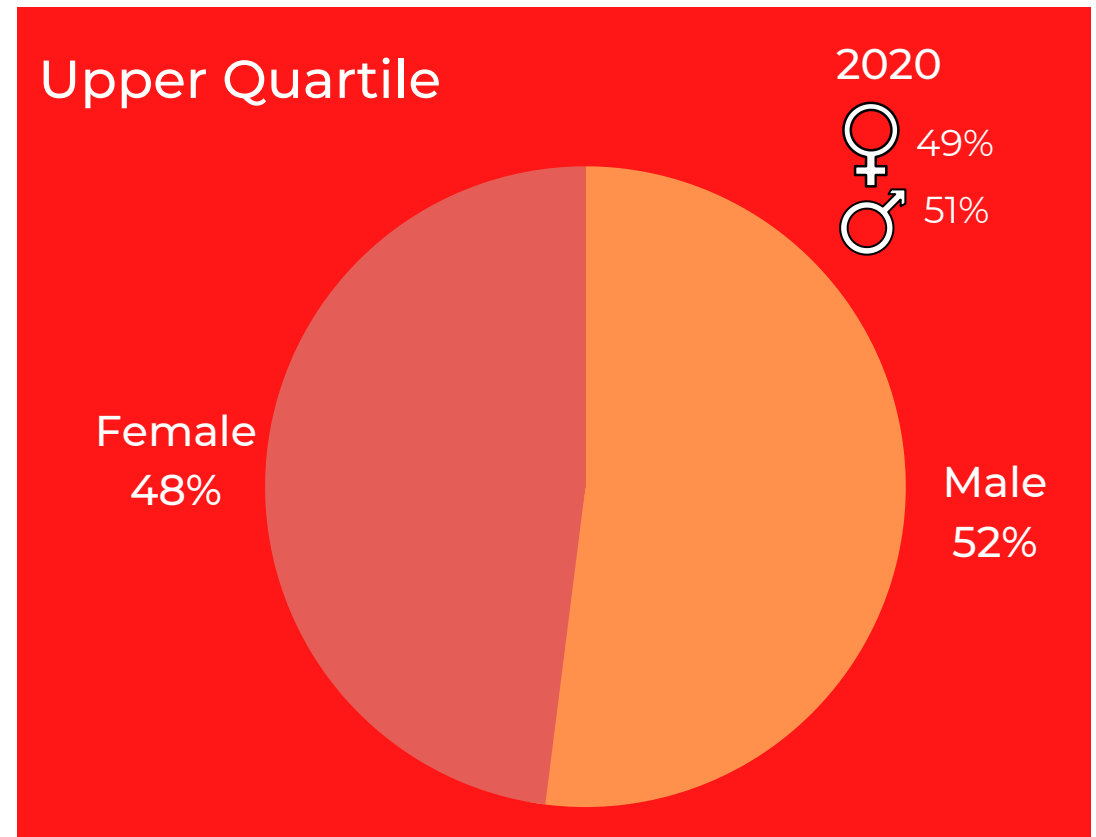
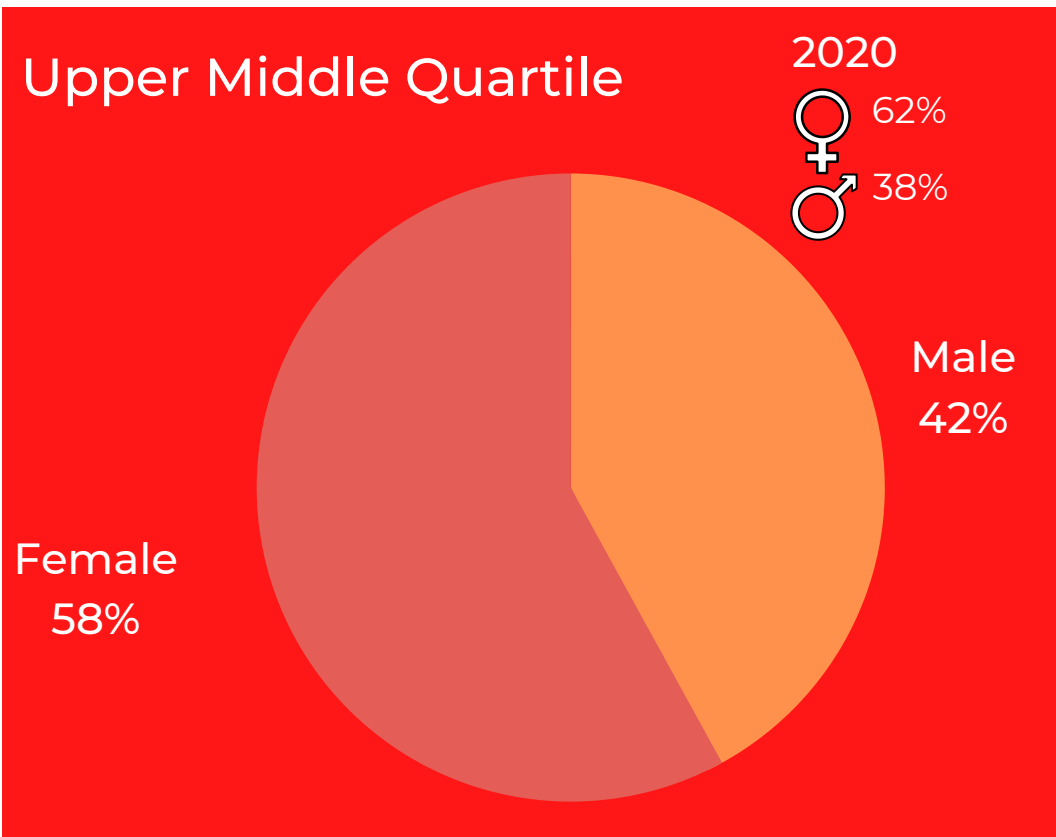
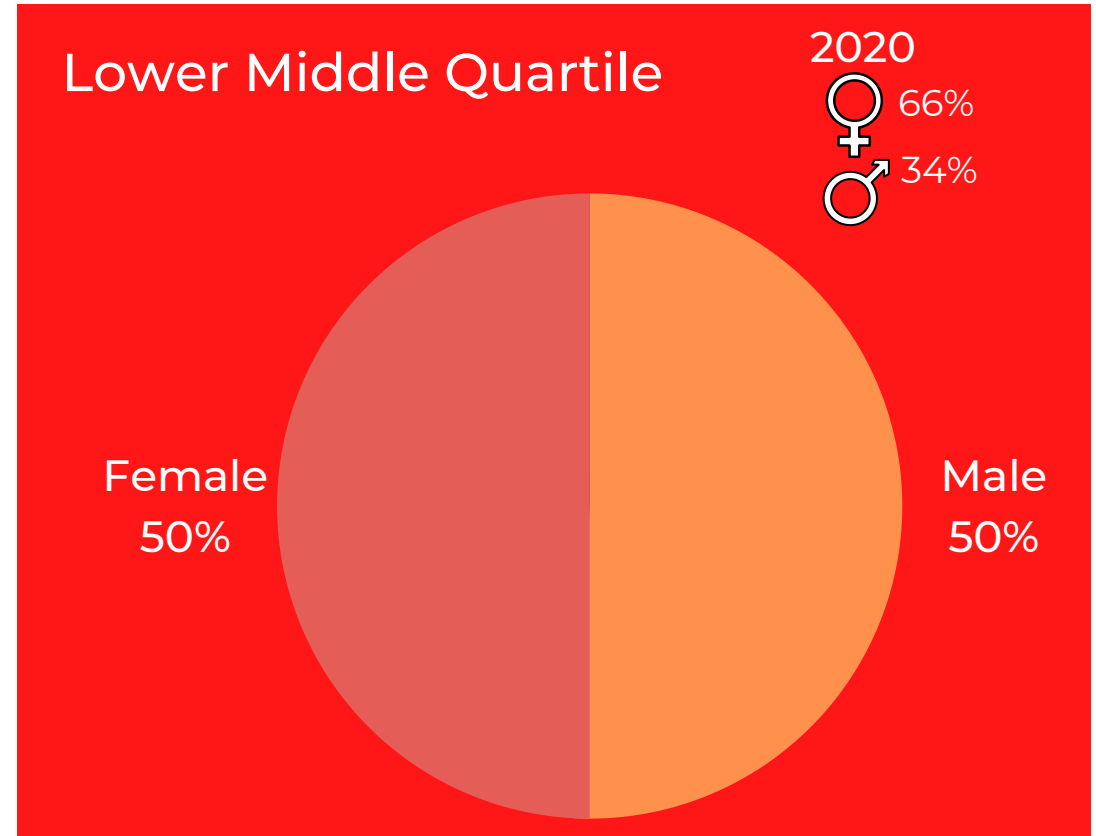
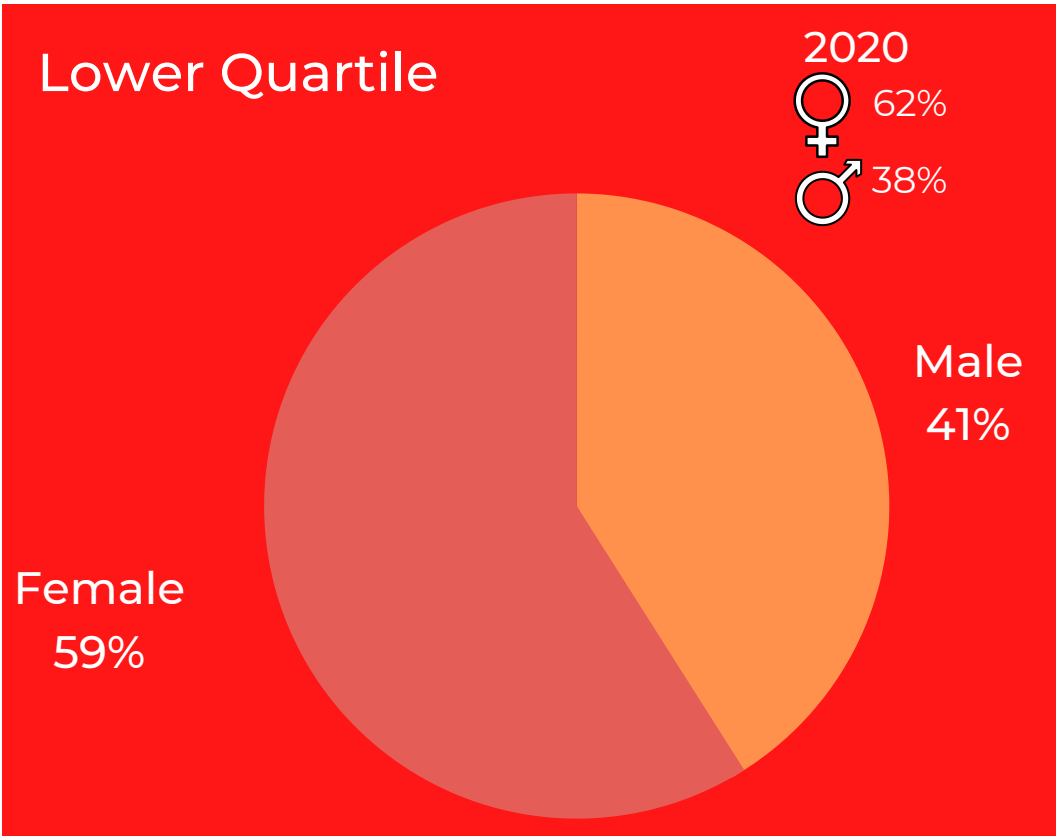
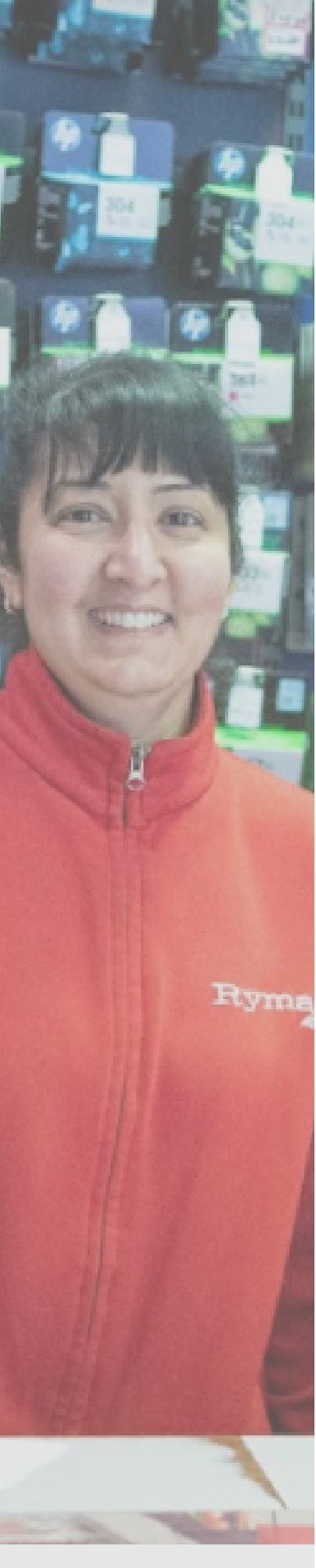
The legislation requires a UK employer with 250 employees or more to publish their Gender Pay Gap each year.

When reporting on the Gender Pay Gap, we look at the following data:

- R Our MEAN** data, which is the difference between the average hourly earnings of men and women, showing that our 2021 result has slightly reduced from 2020.
- R Our MEDIAN** data, which is the difference between the midpoints in the ranges of hourly earnings of men and women and our result for 2021 has significantly reduced in the right direction.
- R Our PAY QUANTILES**, breaking down the levels of our employees into four areas (lower quartile, lower middle quartile, upper middle quartile and upper quartile). A highlight for 2021 is our 50/50 split in the lower middle quartile, and our upper quartile remains very positive. Fuller details can be found on the next page in the report.
- R Our BONUS PAY GAP**, reporting on the percentage of men and women who received a bonus and our MEAN and MEDIAN data specifically looking at who received a bonus. Fuller details are later in the report.



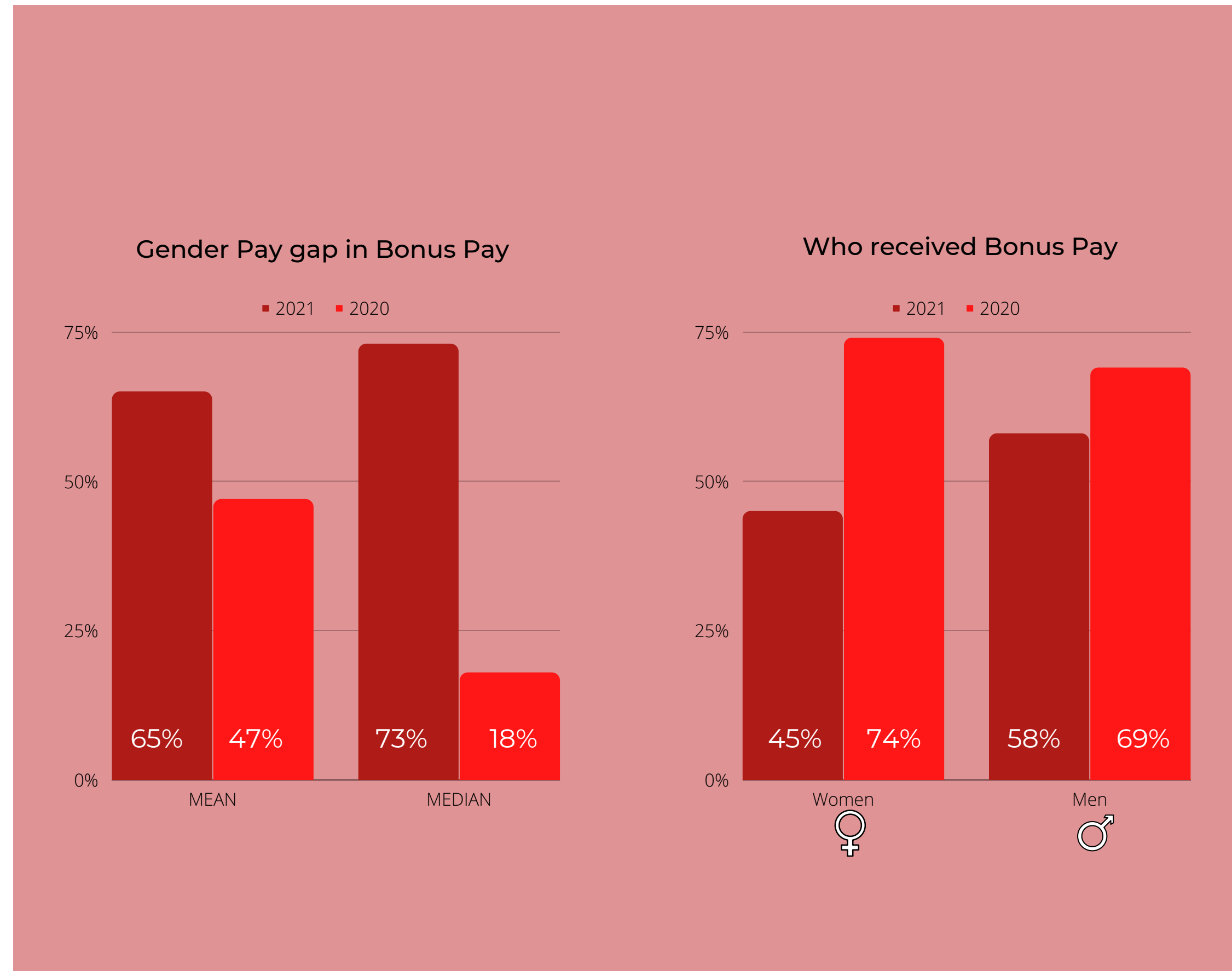
Our Pay Quartiles



Understanding our statistics and actions

- R** The methodology stated in the gender pay gap regulations requires us to report on the difference in the actual amount of bonus received by our colleagues. Due to the enforced store closures during the pandemic, the headcount for the population eligible for bonus reduced by 45% and the amounts paid were therefore much lower than 2020.
- R** The reduction in women receiving bonus was driven by the store closures where we still have a number of positions occupied by women.
- R** The retail stores continue to offer varied shift patterns, supporting those colleagues who wish to work flexibly to fit in with their home lives, which generally attracts a higher ratio of females, this is evident in the lower quartile.
- R** We continue to focus on our recruitment processes to create diverse shortlists to ensure we recruit the right talent for the right role.
- R** We are working with our managers to upskill and educate to minimise unconscious bias in all people related processes.
- R** Alongside upskilling and creating succession, we rolled out our e-learning platform for all colleagues, giving access to a wide selection of training and development tools, helping them learn wherever they are.
- R** We're heavily investing in a new fully integrated HR System that will help us monitor and report on workplace diversity.

Our Gender Bonus Gap



"Our people are at the heart of what we do"



“

Ryman is a fun, challenging and rewarding place to work that cares about and supports its employees while providing them with opportunities and challenges to help them grow with the company. I am inspired by the people around me and the company values align with my own. Strong team ethics are paramount at Ryman and no two days are ever the same. Everyone at Ryman trusts and respects each other and we all share the commitment to our company's success.

I am grateful to have been given the opportunity to learn, progress and grow throughout my career at Ryman and have recently been appointed as Head of Marketing. I am very proud to lead a team of incredibly talented individuals to deliver customer focussed, pioneering marketing campaigns that help drive our business forward and to work for a company that prides itself on colleague development and progression”

Chloe Danskin
Head of Marketing



“

I joined Ryman in 2017 as the Assistant Branch Manager at Grays Inn to which I enjoyed. In 2019 I was honoured to be offered to manage a new unique flagship branch located in an iconic prime location encompassing both Robert Dyas, Ryman and the Post Office at the Strand. Being a flagship and the first dual store, I took the initiative to support with getting the new store on the map by creating my own posters and leaflets which were then distributed to the local businesses and retailers around the area.

Ryman is a great employer, they look after their employees and give outstanding support when needed. I personally feel that I can rely on those when needed and that my development matters. My goal is to ensure that the Ryman post office matters tomorrow as much as it matters today. ”

Nafisa Adam
Ryman Post Office Manager



“

I joined TPRG in 2016 as Group Head of PR, working closely with Chairman Theo Paphitis, and supporting all his retail brands. In 2021, I was delighted to be able to study for a Mini MBA in Marketing and, following my work throughout the pandemic, I was promoted to Group Communications Director. My role now includes a wider remit, including internal communications and looking after the excellent Events and Group Media teams. It's safe to say that no day is the same at TPRG! ”

Jessica Littlewood
Group Communications Director



Laura Keane
Group People Director

I can confirm that our data has been calculated according to The Equality Act 2010 (Gender Pay Gap Information Regulations 2017)