



Gender Pay Gap Report 2022

Ryman

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-brands employing over 3500 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 instrumental to our success.

We continue in our vision to create a feeling of belonging, where we can all be ourselves without fear or judgement, no matter our background, identity or circumstances. We continue to offer equal opportunities to develop and progress at whatever stage in your career.

Our aim is to successfully continue to operate and navigate our way through all the challenges in our post Covid world with a focus on community and wellbeing.

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



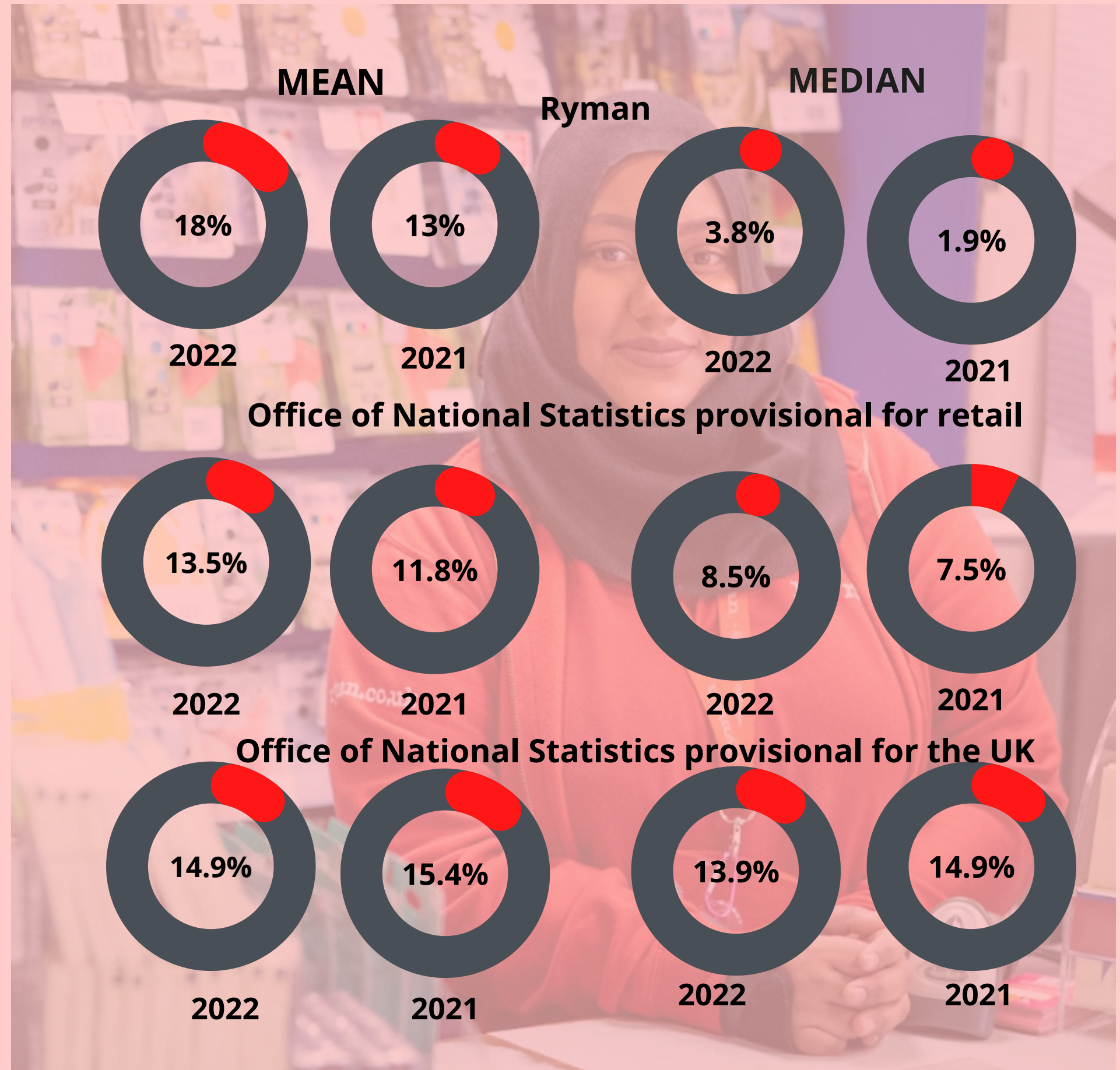
Theo Paphitis
Chairman

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

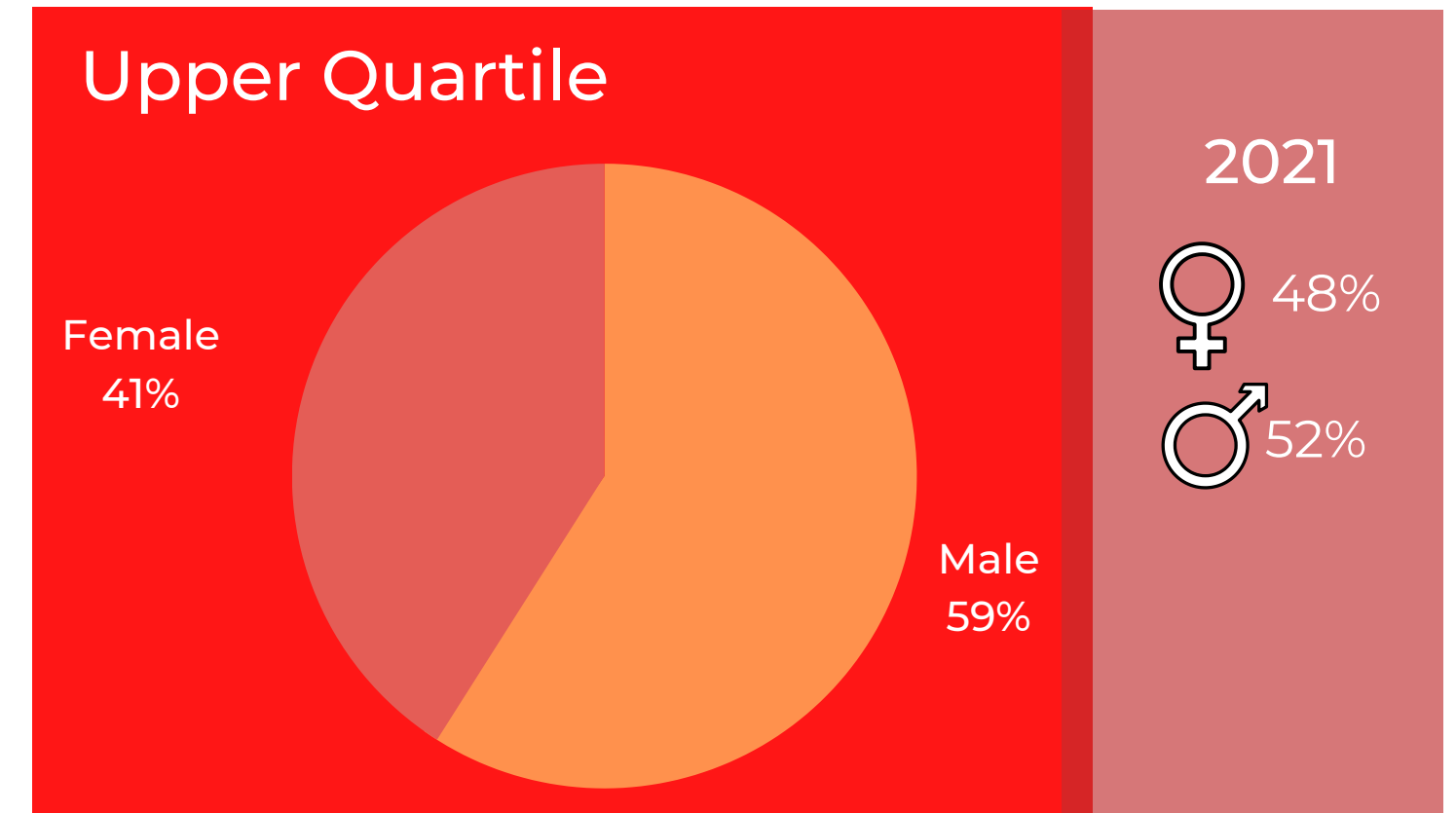
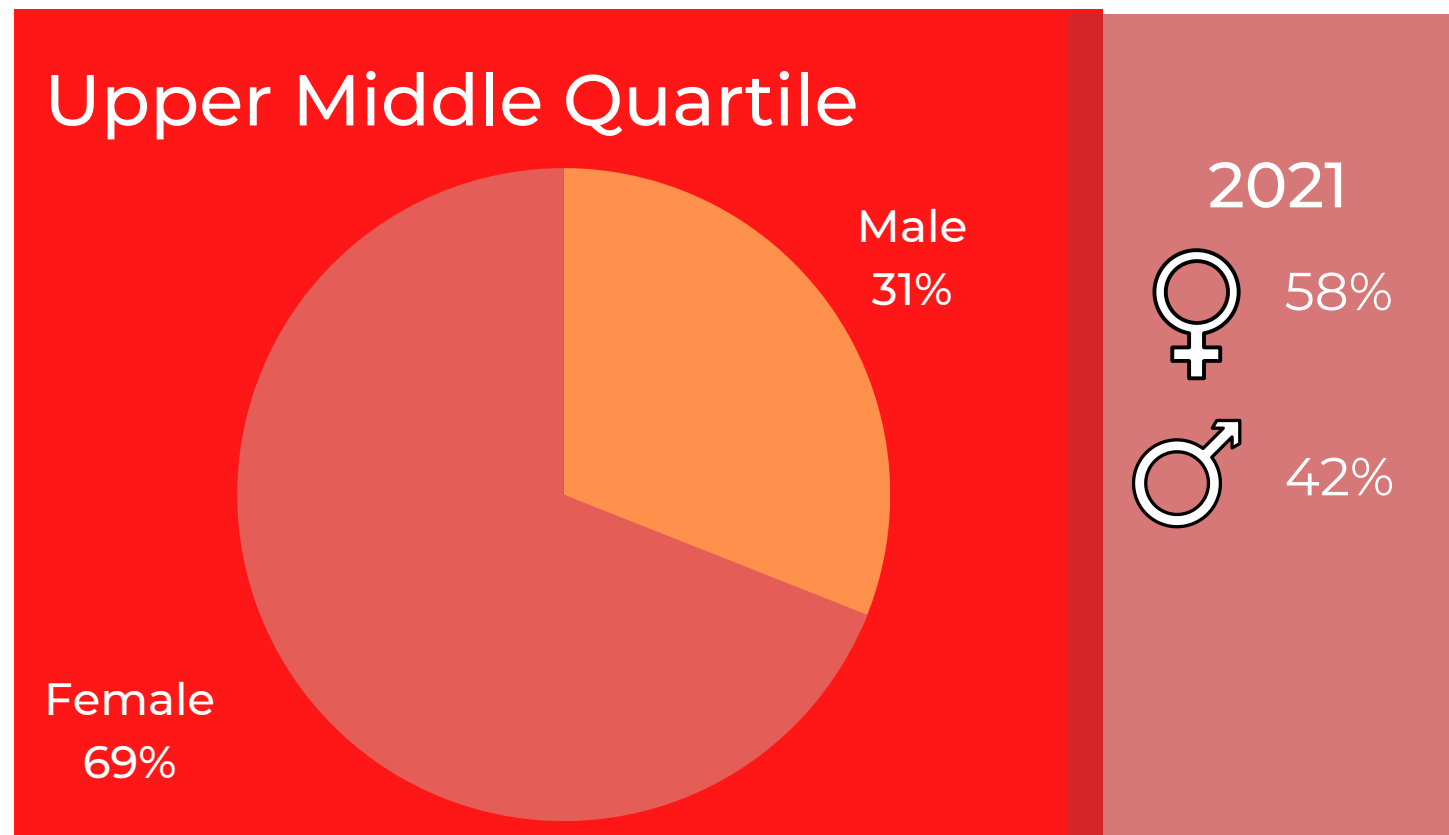
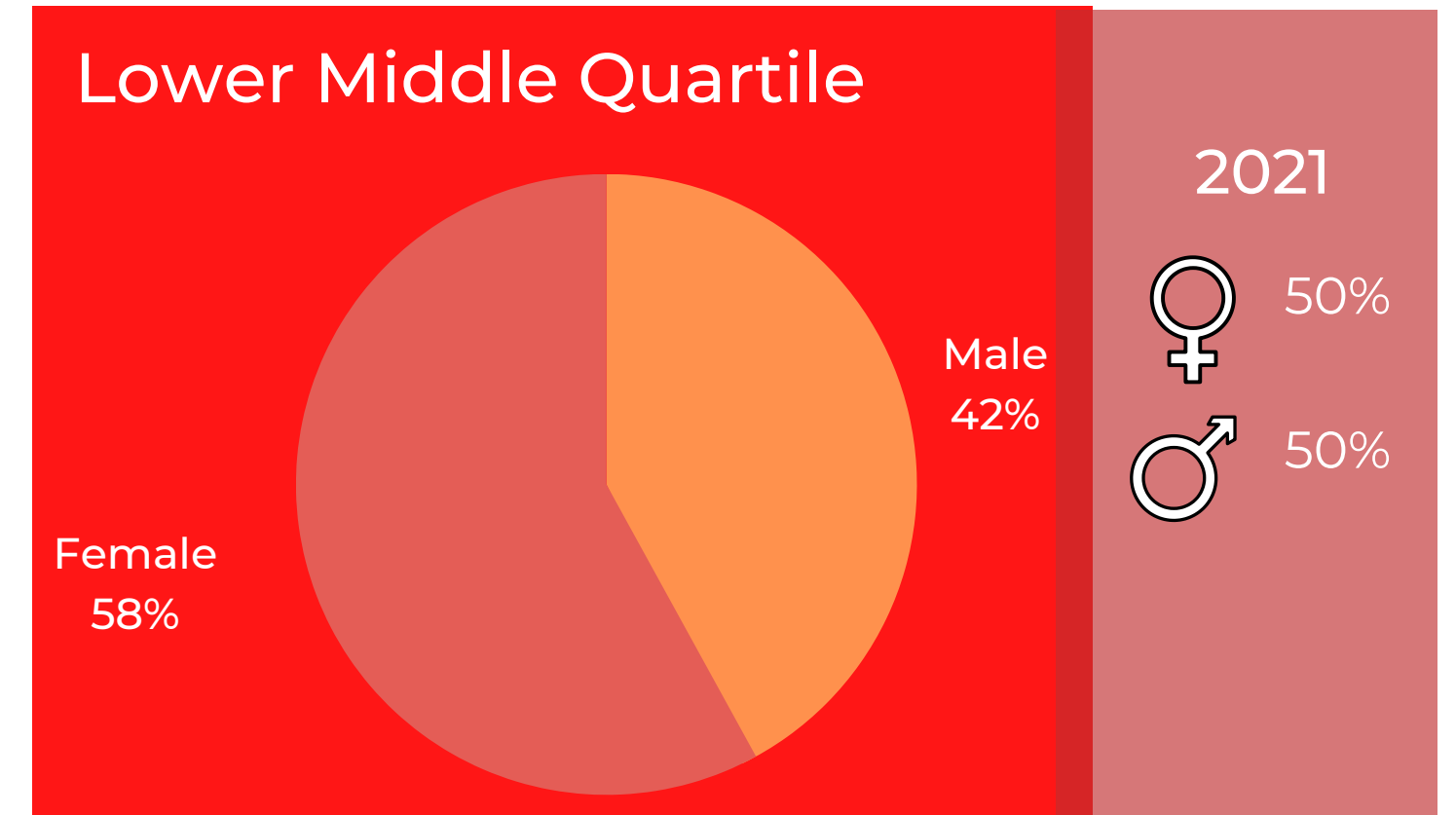
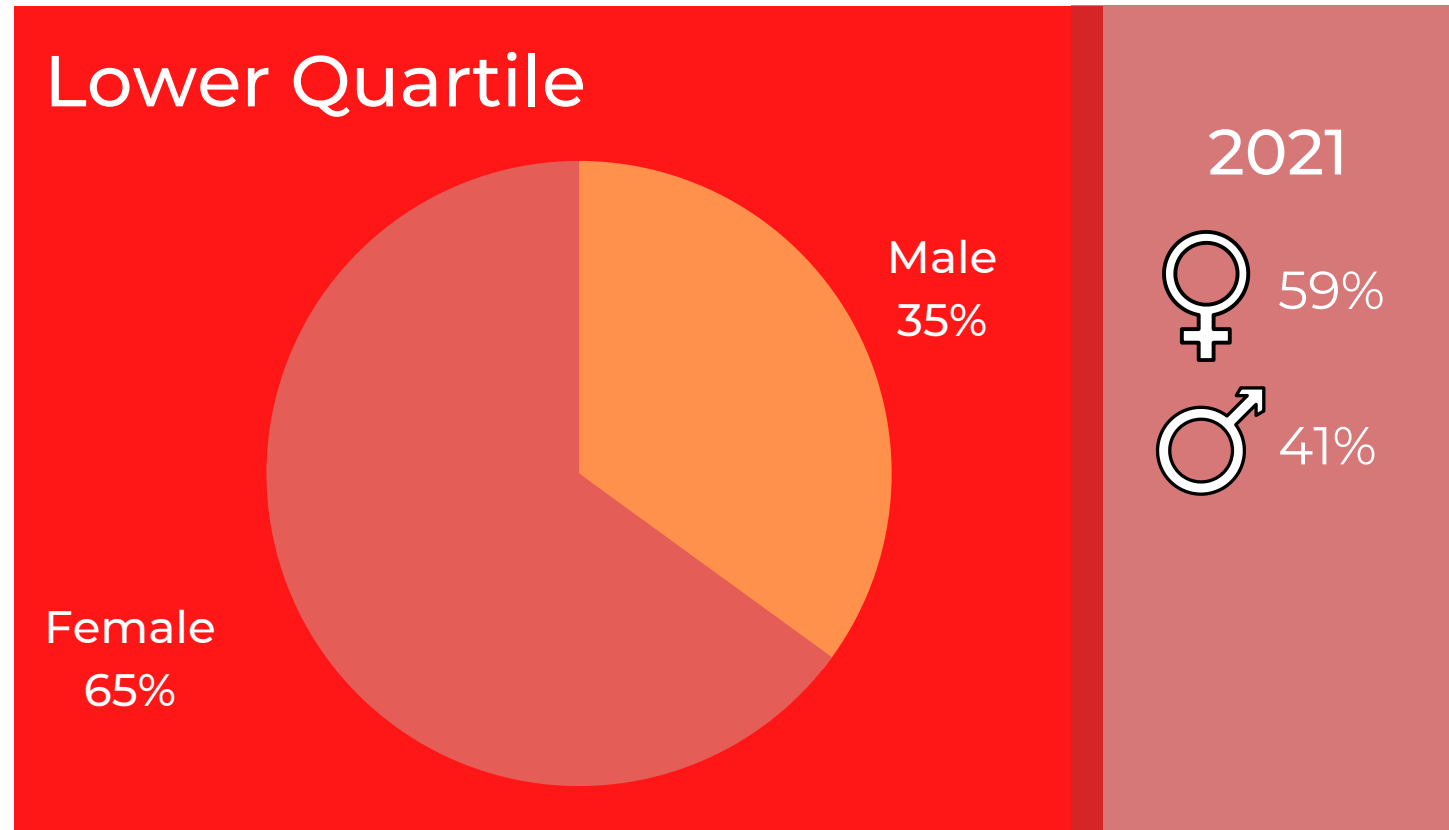
The legislation requires a UK employer with 250 employees or more to publish their Gender Pay Gap each year.

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.
- R** Our **MEDIAN** data, which is the difference between the midpoints in the ranges of hourly earnings of men and women.
- R** Our **PAY QUARTILES**, breaking down the levels of our employees into four areas (lower quartile, lower middle quartile, upper middle quartile and upper quartile).
- 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

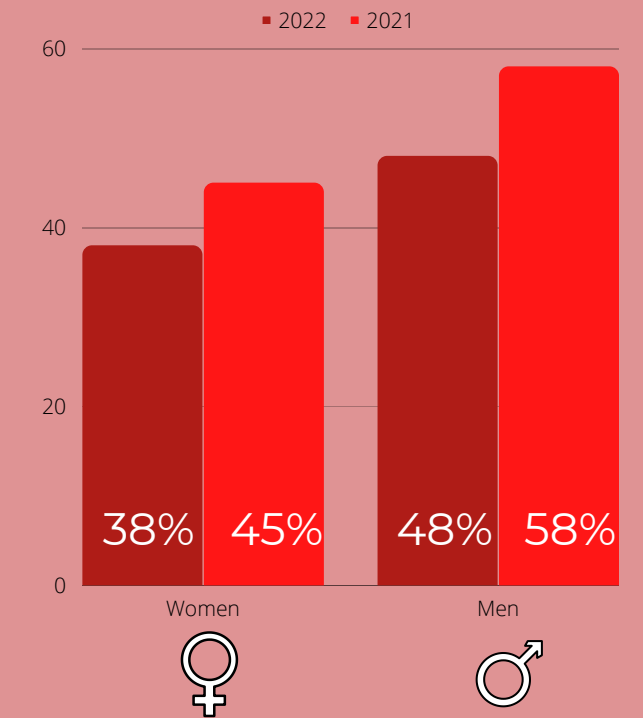


Understanding our statistics and actions

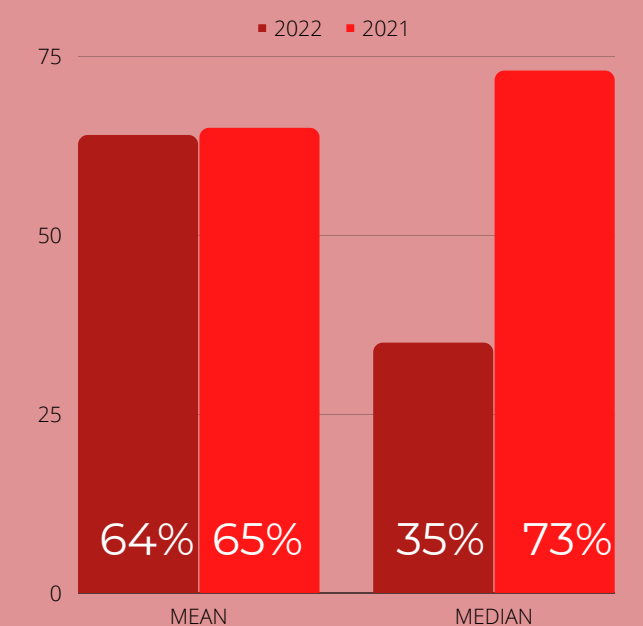
- R** Due to some key male senior colleagues joining the business this resulted in our MEAN percentage rising and for the first time since the Gender Pay Gap reporting began, the mean percentage is above that of the Office of National Statistics for the UK.
- R** The methodology stated in the gender pay gap regulations requires us to report on the difference in the actual amount of bonus received by our colleagues. Due to continued ongoing challenges faced by retail, the number of bonus payments reduced for both the male and female population, but we were pleased with the significant reduction in the median percentage. Both the male and female bonus percentage reduced, which was heavily impacted by stores not hitting targets. There is also a higher proportion of part time female colleagues.
- 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, evident in the lower quartile figures.
- 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 continue to work with our managers to upskill and educate to minimise unconscious bias in all people-related processes.
- R** We continue to review our data to test our progress in all areas ensuring this reflects our belief that diversity and equality have been, and will continue to be a key element to our success.
- R** We have invested in a new fully integrated HR Information System that will help us monitor and report on workplace diversity.

Our Gender Bonus Gap

Who received Bonus Pay



Gender Pay gap in Bonus Pay



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



It's a privilege to work for a people focused business that's passionate about retail. I've always been motivated by making a difference, and as the first appointment as Group Head of CSR, I ensure our brands have a clear plan that delivers a positive impact to our communities and our planet.

Siddharth Raghavan
Group Head of Corporate and Social Responsibility



Early in 2022 I was promoted to Head of Treasury and Receivables. I have always felt that I have been given opportunities to gain new experience and move around the department to build my skills. As a working parent, I massively value the level of flexibility that has allowed me to progress in my career at the same time as building a family, and I have always felt supported in that respect. Given my own experience, and the opportunities that I have benefited from, I am passionate about building a team where I can offer support to every team member both in terms of personal and professional progression. I am lucky enough to work with some amazing people who make work an enjoyable environment. There are always new challenges to embrace within the department and the business is flexible enough that if you have an area of interest, you are always able and encouraged to get involved.

Karen Nyakudya
Head of Treasury and Recivables



I have been lucky enough to train & work with some of the best colleagues Ryman has and now consider them friends as well as colleagues. The journey from sales assistant to store manager was a long one but very enjoyable. Our workload has certainly evolved but so has the business as it strives to meet the needs of our customers and also its colleagues. I still look forward to coming into the Store each day and seeing what challenges it may bring.

Jodie Ward
Ryman Store Manager



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)