



**Ryman** *Ryman*  
DESIGN

# Gender Pay Gap Report 2023

# A message from Theo



Ryman is part of my retail group that also encompasses Ryman Design, 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 our commitment to those on the frontline was to pay above the national minimum wage to help us compete for skills & talent. It was a significant investment but recognises the vital role our frontline colleagues continue to play.

I am pleased to report that we remain ahead of the Office for National Statistics Average for both the Mean and Median gender pay gap but there always remains much to do and it is a continuous journey.

We therefore, 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.

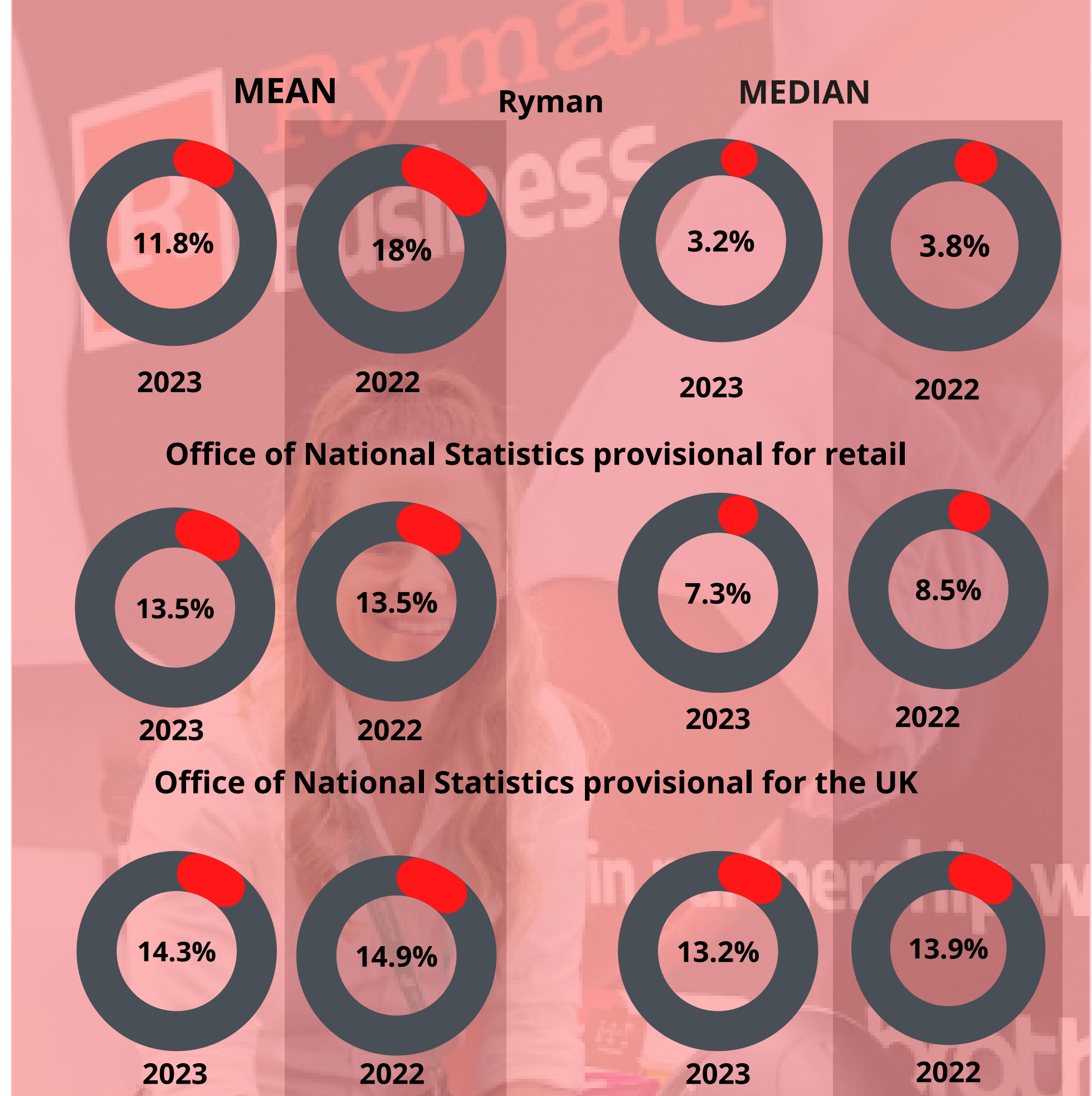
**Theo Paphitis**  
Chairman

# 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.

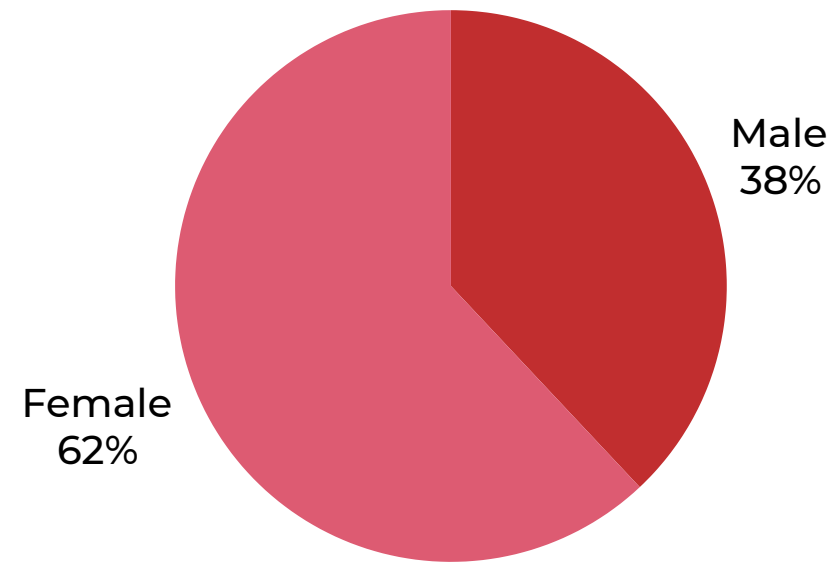
When reporting on the Gender Pay Gap, we look at the following data:

- 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 QUANTILES**, 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.



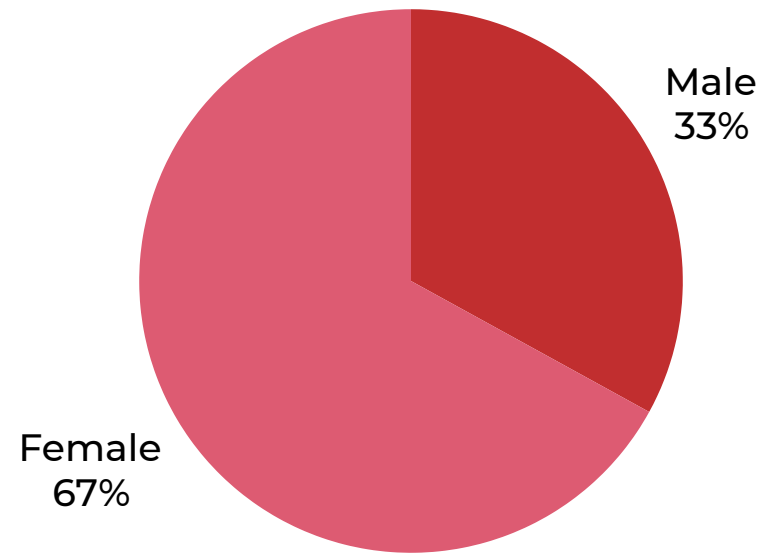
# Our Pay Quartiles

Lower Quartile 2023



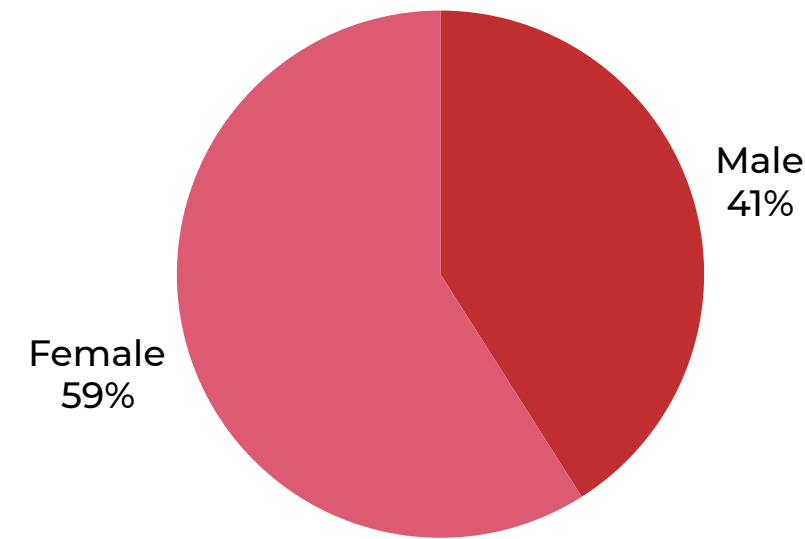
2022:  
Male - 35%  
Female - 65%

Lower Middle Quartile 2023



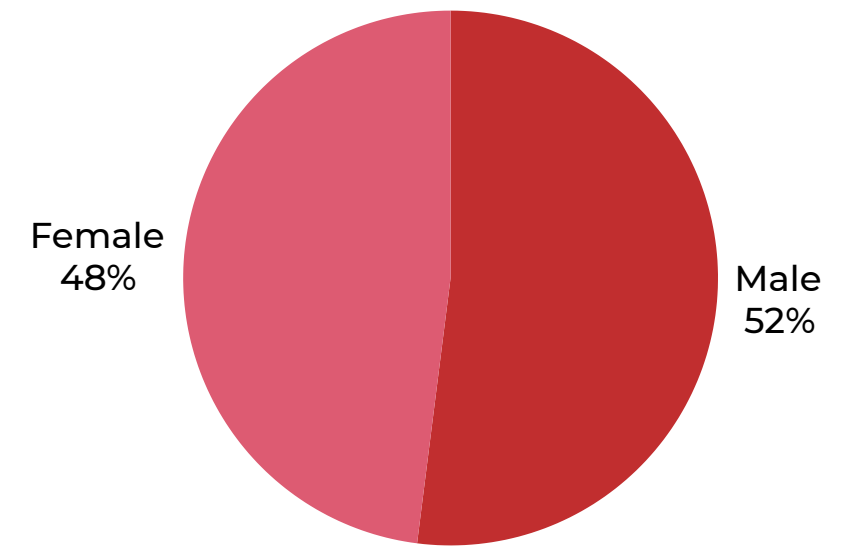
2022:  
Male - 42%  
Female - 58%

Upper Middle Quartile 2023



2022:  
Male - 31%  
Female - 69%

Upper Quartile 2023



2022:  
Male - 59%  
Female - 41%

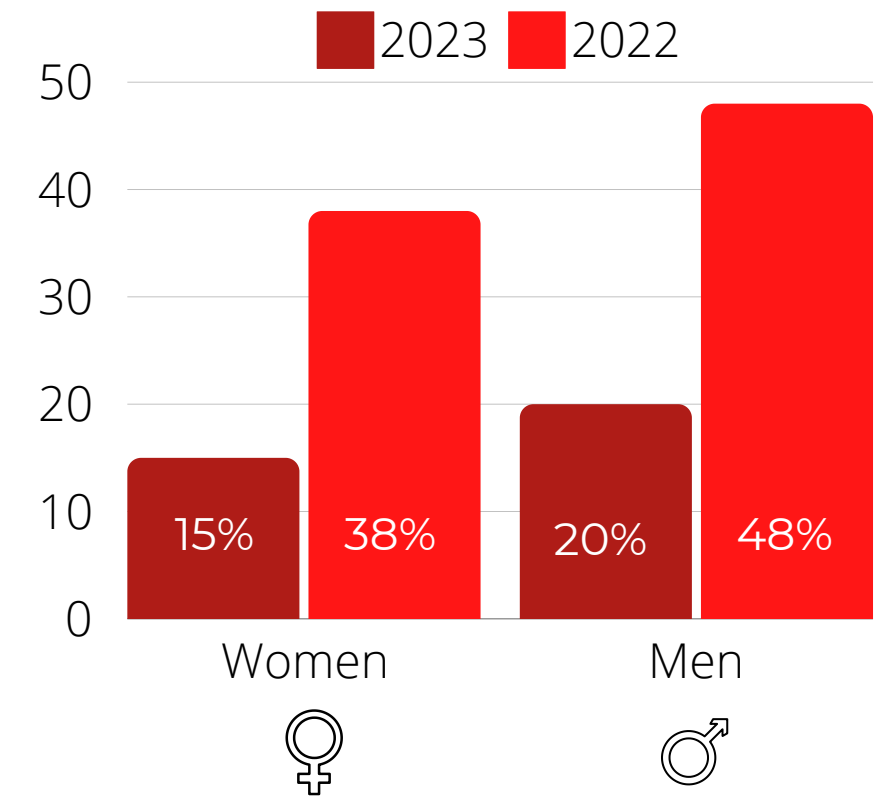
The retail stores continue to offer varied shift patterns, supporting those colleagues who wish to work flexibly to fit in with their home lives, which generally attracts a higher ratio of females, this is evident in the lower quartile.

# Understanding our statistics and actions

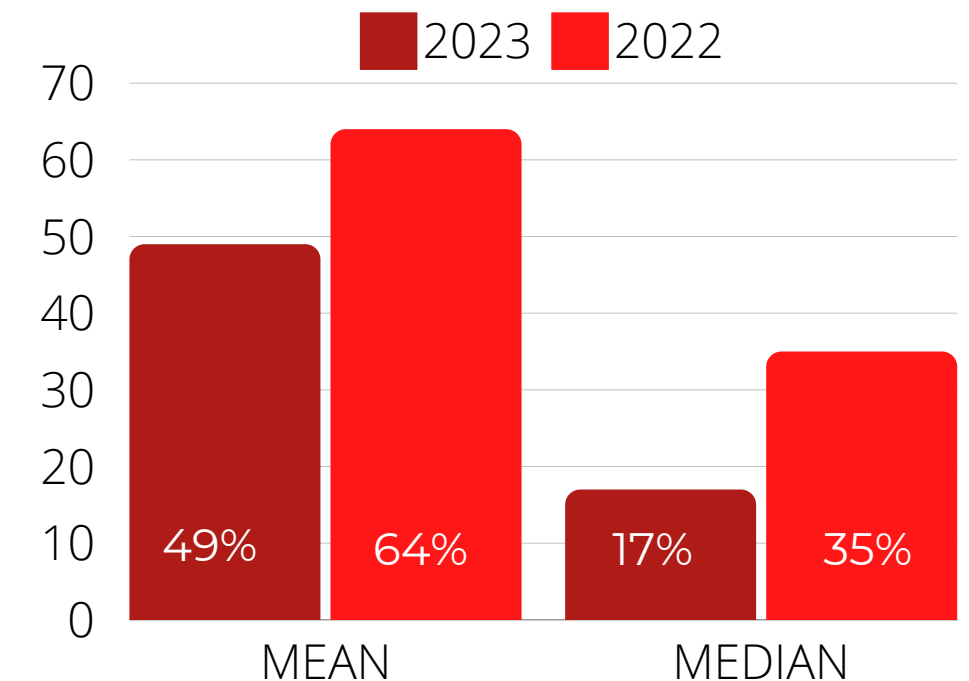
- R** We are pleased with the continuing reduction in the mean and the median percentage both of which are below that of the Office for National Statistics provisional both for the UK and Retail.
- R** The methodology stated in the gender pay gap regulations requires us to report on the difference in the actual amount of bonus received by our colleagues. Due to the continued ongoing challenges faced by retail, the number of bonus payments reduced for both the male and female population. Whilst we have seen a reduction in our mean and median bonus gap statistics in 2023 it is not where we want it to be and this is driven by the higher proportion of part time female colleagues.
- 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 of what we do



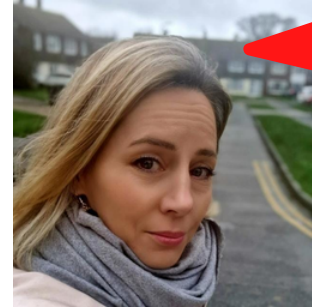
**Hayley Rossiter**  
Social Media & Content  
Executive

From day one, Ryman has been committed to my development. What began just under two years ago as a marketing admin role has evolved, resulting in me becoming an integral member of the Marketing Team. I've also been able to develop further beyond my role, with Ryman providing an invaluable degree apprenticeship opportunity that I am currently undertaking. I am very excited to see what the future holds and how much more I can learn and progress!



**Jodie Maguire**  
Store Manager

I joined Ryman in September 2003 as a Saturday Sales Assistant. I am very lucky to have worked with some amazing managers who have always pushed me towards a management role and encouraged me to continue learning. This is something that is very important to me and something I also encourage with my team in store. Debbie Wise played a key role in building my confidence to take the step up to being a manager of my own store, something I will be forever thankful for.



**Rebecca Reeve**  
Senior Sales and  
Operations Manager

I'm now in my 5th year with Ryman as a Sales and Operations Manager and the support and encouragement to grow and develop has never been greater. In the past year or so my role has evolved (more than once) to allow me to step up and take on more responsibility whilst gaining exposure and knowledge in other areas of the business. In addition, I have been provided with the opportunity to undertake a Chartered Manager Degree Apprenticeship, this will be no mean feat but I'm confident that I have a network of people in Ryman who will guide and support me through when the going gets tough and who are invested in my success.



**Sara Turnock**  
Learning Development  
Business Partner

I'm really proud to be able to offer a Women in Leadership Apprenticeship. This programme looks to develop the skills, knowledge and behaviours required to be a great leader with an emphasis on celebrating Women in Leadership and workforce diversity as a whole. The programme aims to inspire, motivate, and empower our current female leaders and stimulate future talented women to meet their potential. In addition to the requirements of the Leadership Apprenticeship Standard, the Women In Leadership programme also addresses imposter syndrome, the power of female rage, dealing with unconscious bias, believing your inner voice, raising your confidence and promoting your talent. As well as enrichment activities which address 'taboo' topics such as stereotyping, menopause at work and supporting a healthy work/life balance



**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)