



THE VERY GROUP

# Diversity and inclusion report 2023

Bringing together  
our uniqueness





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# Introduction

At The Very Group, our purpose is to help families get more out of life, and it is the talent, energy and passion of our people that allows us to deliver on that promise. Our people are the heartbeat of our business, and building a workplace where they can thrive enables us to deliver the ease, choice and understanding that underpins how we serve our customers.

We want Very to be a place that reflects the diversity of our local communities and where everyone feels included, so we continue to invest in building a culture where our people feel like they belong and are supported to grow and make a difference.

This year, our customers, people and business have faced challenges. From rising interest rates and the cost of living, to natural disasters and global political unrest – it's been a challenging year for everyone. Despite those challenges, we've remained committed to our diversity and inclusion goals.

Making change isn't easy and we still have a way to go, but we're proud to say that we're making progress, driven by the passion of our people. In this report, you'll see the positive steps we've taken, like improving diversity data collection, expanding colleague networks and providing more educational opportunities. We're also open about opportunities our people have highlighted for improvement and the things we're aiming for but haven't reached just yet.

I confirm that the information contained in this report is accurate.



**Sarah Willett (she/her)**

Chief people officer and D&I exec sponsor



“ The D&I movement we’ve witnessed over the past year has shown the power in seeking to understand more about our people and what’s important to them, and empowering them to lead the way. We’ve entrusted colleagues with ownership and autonomy, alongside sponsorship from the right leaders to help influence and drive action. What they’ve accomplished together is truly remarkable – sparking inspiration, connection and positive

action through authentic storytelling and initiatives that help drive us closer towards our commitments.

Among the many highlights, I’ve found joy and a real sense of pride in events like the Colleague Network Chair Awards, and in witnessing the Let’s Talk podcast gaining significant traction (and an award nomination!).

Seeing our networks thrive and expand has been incredibly fulfilling, and I’m excited to see their continued growth and success. ”

**Sarah Willett (she/her)**

Chief people officer and D&I exec sponsor



“ This year has been filled with standout moments in our D&I journey. One particular highlight was the Race Equality Week celebrations at our head office. The team in our East Midlands distribution centre regularly celebrate the diversity of our colleagues there – it’s always buzzing with energy at Skygate! This year team Skygate brought that infectious energy to our head office in Liverpool with an event organised by our RAVE network, where

colleagues proudly showcased and celebrated their cultures through traditional clothing, music and dance.

Everyone had a fantastic time! But it wasn’t just about that. It was about fostering a culture of inclusion and belonging within our organisation. By bringing the spirit of our distribution centre to our head office, not only were we able to recognise and appreciate the diversity within our workforce, but it created opportunities for cross-cultural understanding and collaboration. Seeing teammates come together to share their cultural heritage with such pride and enthusiasm sends a powerful message: everyone’s voice matters and everyone belongs here. ”

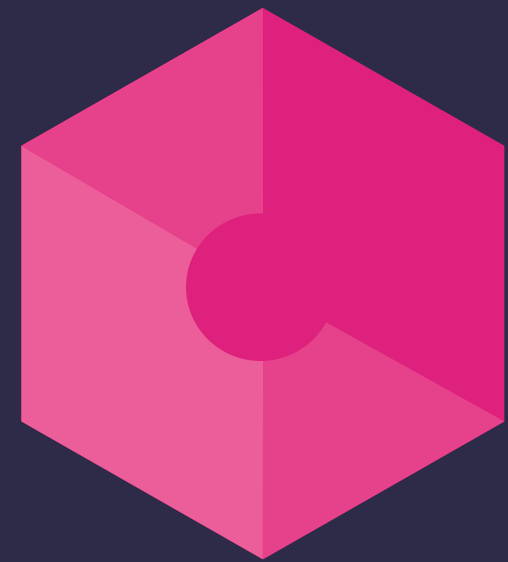
**Nick McBrien (he/him)**

Chief risk officer and D&I exec sponsor

# Values

It's no secret that our longstanding success can be closely attributed to our strong culture, values and brilliant people. With our strategy focused on making things easier, offering more choice and better understanding for our customers, it was time to set new expectations for how our people show up and care for our customers and each other every day.

After working closely with people from all corners of the business, each with diverse views and perspectives, our refreshed values and commitments were born – each carefully crafted with inclusion at the heart and diversity in mind.



## TOGETHER

Think and act we  
before me

- I welcome and respect others, invest time in relationships and actively show appreciation
- I embrace diversity of experience and thought and incorporate different perspectives

Over the past year, leaders at Very have participated in a values-led leadership programme, ensuring that our refreshed values are more than just words on a wall – that they are role-modelled and led from the top.

Throughout 2024, everyone at Very will have access to various learning opportunities and initiatives to help them connect with and experience our values in action. Everyone has a part to play in making Very a place where our brilliant people feel they belong, are able to grow and are inspired and empowered to make a difference.



PROUD



TRUSTED



TOGETHER



INNOVATIVE



AMBITIOUS

## People Labs – empowering change

Our engagement forums or ‘People Labs’ provide an opportunity, alongside our Voice engagement survey, for teammates to canvass and share views and ideas on how to make Very an even better and more inclusive place to work.

Since launching People Labs in July 2022, we’ve experienced real momentum and continuous growth. We have recently appointed chairs to lead each of our 21 People Labs, as well as a People Lab president who will work alongside our culture and engagement team to connect leaders to what’s on our people’s minds and help drive action.



“ The strongest and richest cultures come from embracing the thoughts, feelings, and experience of everyone who plays a role within them. In my role as People Lab president, I am committed to working with all of our members to make sure we’re providing the strongest platform to help everyone have their voice heard. ”

**Joseph Howman (he/him)**

Senior marketing lead and president of the People Labs

## A reminder of our D&I ambition

At Very, we're committed to ensuring that every colleague, customer and member of our community feels welcomed, represented and valued for the magic of their uniqueness.

## Our 2025 commitments

Glassdoor D&I rating of  
4.4 out of 5 or above

Very will be a more inclusive workplace – with all colleagues feeling welcomed, represented and valued

50:50 Female / Male split at SMT

We'll have more females in our senior management roles at Very

Ethnicity is reflective of the UK (2021 Census)

Our Very colleagues will represent the ethnic diversity of our local communities

We'll have created employment opportunities at Very for under-represented groups in our local communities

50:50 female/male split at early talent level

Very will have actively contributed to shaping diversity and inclusion in the industries we operate in

D&I Charter goals met and exceeded

## Progress since last year

Making progress is challenging for many reasons, including deep-rooted biases, resistance to change and structural barriers. Addressing barriers requires a comprehensive and sustained effort from organisations, policy makers, communities and individuals. We remain committed to playing our part, and we know that real progress takes time, so we're staying focused on the areas we're committed to driving forwards at Very by 2025. We are pleased that our Glassdoor D&I Rating is 4.4 (up 3% on last year), as only 28% of UK retailers score 4 or above.

Over the past year, we have worked hard to address some of the areas where our people have told us we need to do better, such as raising awareness and education and avoiding tokenism. In the next section of this report, you will read about the work being done in service of our commitments.





**Commitment one:**

Very will be a more inclusive workplace – with all colleagues feeling welcomed, represented and valued



After the successful delivery of Conscious Inclusion in March 2023 (now used as part of our onboarding process), we're launching a new module in 2024 which focuses on allyship, inclusive language and microaggressions in the workplace. Our aim is for 100% of colleagues to complete the course.

Our eEveryone manager development programme supports inspiring and inclusive leadership at all levels and focuses on the concept of bringing your whole self to work while encouraging leaders to celebrate the uniqueness of every individual, contributing to a more inclusive culture.



**Learning has formed a big part of our D&I work during the past year.**

Our Inclusion@Very programme gives access to 40+ practical online resources including what inclusion is, the different ways we can be different, how to be an inclusive teammate and inclusive teaming at Very.

We hosted an Everyday Conscious Inclusion virtual workshop with Toby Mildon, author of Inclusive Growth, which is available to everyone on demand and focuses on bias, neuroscience of exclusion, and providing tools and checklists to encourage change.



# We're continuing to learn more about our people and implementing further support where we know it's needed

BSL interpreters are now on site in our fulfilment centre to help teammates from the deaf community. Their focus is to assist these colleagues in their day-to-day, enabling them to talk with their manager and teammates, even during breaks.

The interpreters supported an engagement event last year with further plans in place to support more engagement events throughout the year. We're also exploring the possibility of offering BSL courses on-site for colleagues who work with deaf teammates.

We continue to celebrate cultural moments that matter to promote inclusivity and help build connections.

Our colleague-led networks are leading the way and helping us understand which moments really matter to our people. Over the past year, we've celebrated National Inclusion Week, Pride, Race Equality Week, International Women's Day, Ageism Awareness Day and more.



# We launched the Very Inclusion Pledge to help build allyship

**Almost 800 teammates have signed the pledge to:**

**Drive awareness:**

Be curious, take the time to listen to everyone, understand how to recognise bias and learn from each other's experiences together.

**Role-model behaviour:**

Consider what inclusive behaviours you can influence and be proud of your actions.

**Trust yourself to challenge:**

Speak up when you see others not being inclusive. Be a role model and an advocate for others.

Inclusion allies have email signatures and rainbow lanyards showing their support and helping to raise awareness.

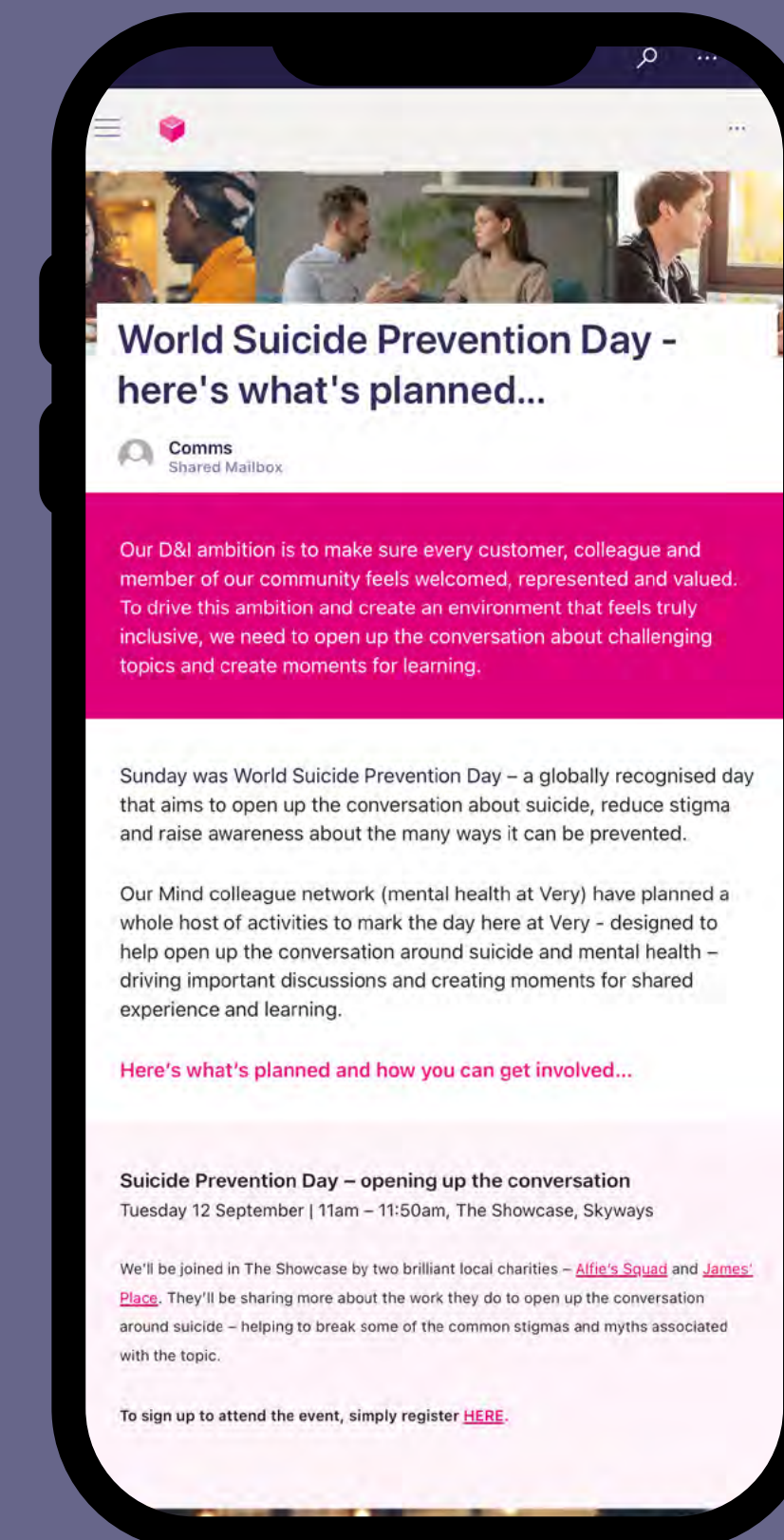
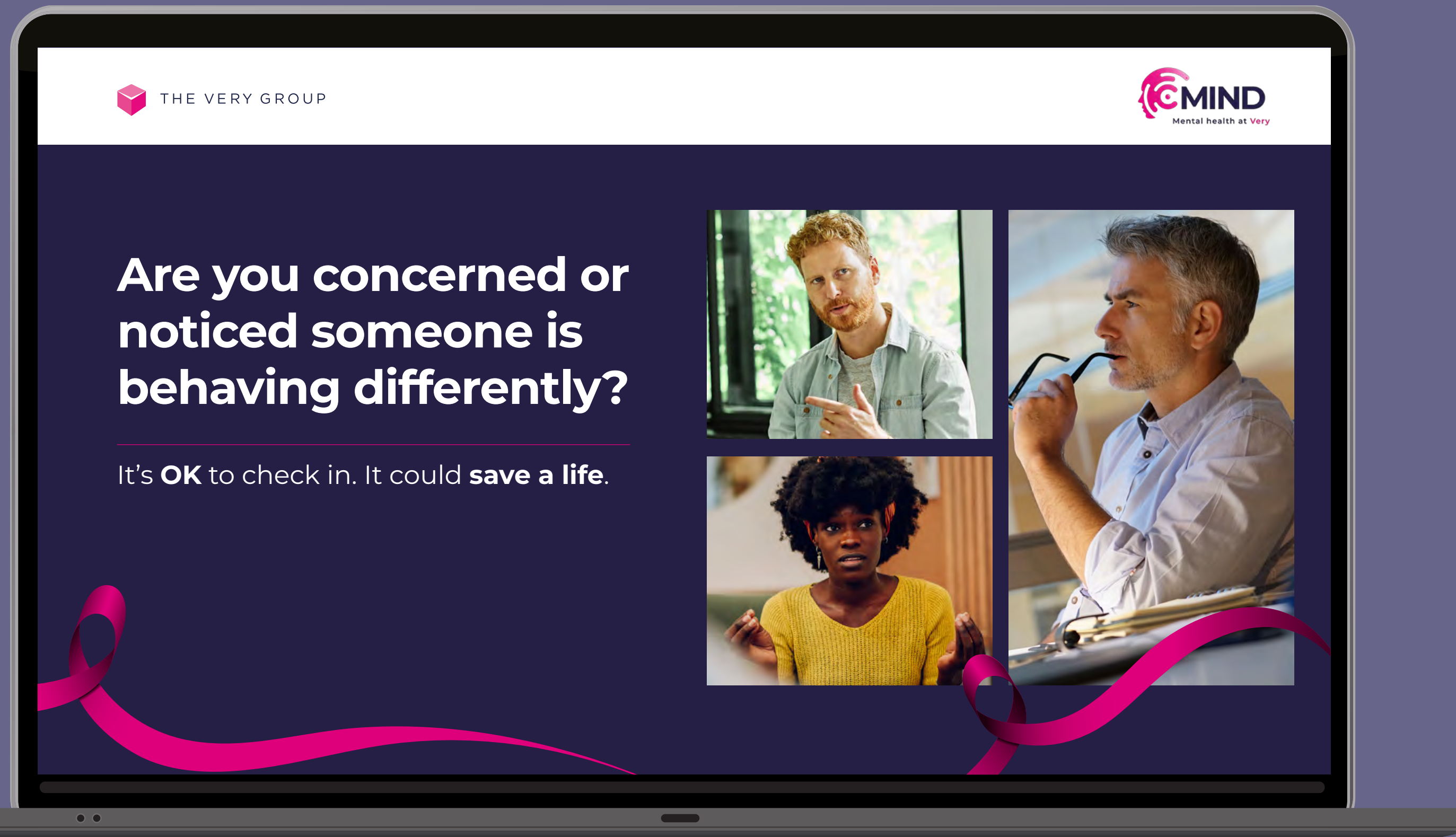


We continue to encourage open conversations and support mental health in the workplace.

2023 saw the hugely successful launch of our Let's Talk D&I Podcast hosted by our MIND (mental health at Very) network chairs Suzie and Anna. The podcast focuses on talking away stigma and, so far, we've had episodes on grief, sobriety, ADHD, OCD, homophobia, and breast cancer, which have generated huge engagement while helping to further build connections between our teammates.



We have launched a mental health crisis guide to signpost support services and help colleagues recognise signs that someone else may be struggling



With the support of our Mind network, Very marked World Suicide Prevention Day for the first time in 2023 by fundraising for local suicide support charities Alfie's Squad and James' Place. Teammates attended a live event with the charities, hosted by our Mind network chairs and were also able to catch up on demand.

# Our **Mind** network is in the process of rolling out mental health first aid training across the business



We're taking action to drive more inclusive recruitment practices to help attract a more diverse talent pool.

We've turned on anonymised CVs within our recruitment system which protects candidates' personal information until we move further through the process and helps avoid bias in the shortlisting process.

We've joined the Disability Confident Employer Scheme to help ensure our recruitment process is inclusive and accessible, particularly when recruiting and retaining disabled people and those with health conditions.

## We're proud of the external recognition our team received in 2023.

Our Inclusion@Very programme was shortlisted at the British Training Awards in June 2023 for best-practice thinking, expert know-how and inspirational content.

Our market-leading eVeryone manager development programme won the Leadership Development Initiative of the Year at the 2023 British Training Awards.

Women to Watch and Role Models for Inclusion in Retail

Role Model for Inclusion 2023

**Colette Jackson**  
The Very Group

THINK  
Neurodiversity at Very

MB DR Diversity in Retail

Colette Jackson, co-chair of our THINK network, was nominated and selected for the Diversity in Retail 'Role Models for Inclusion in Retail' Index. Colette was recognised for the work she has done to set up and chair our neurodiversity network and is an active member of the Diversity in Retail accessibility committee.

podcast  
**Let's talk:**

The Let's Talk podcast, hosted by Mind network chairs Anna Crockett and Suzie Dalton, was shortlisted for the Retail Week D&I Heroes Award. This award recognises a standout team or exceptional colleague who has demonstrated dedication to inclusivity and diversity within the business.

## Commitment two:

# We'll have more females in our senior management roles at Very



**We introduced a series of initiatives to support women to progress to senior management.**

Three of our teammates completed Diversity in Retail's Global Women Leaders Programme and Future Female NED Programme. Having already built fantastic careers at Very, the programme was an opportunity for them to reflect on and enhance their strategic thinking, leadership, confidence, resilience and personal development even further.

“ This was a great opportunity to learn from a diverse group of women about what it takes to be a strong leader and how to overcome imposter syndrome. Being paired with a mentor from a different industry and the brilliant library of content are invaluable tools for learning and career progression. ”

**Karen Stothers (she/her)**

Head of tech, completed the Global Women Leaders programme

We built allyship and brought men on the journey, encouraging them to be part of the solution.

We hosted a live panel event for International Men's Day featuring members of our executive team. Our CEO attended a lunch with our WAVE (women at Very) network to discuss future strategy.





**This year's International Women's Day created space for important conversation.**

We held an event at Very HQ showcasing each of our colleague-led networks, creating space for conversation around intersectionality and allyship. WAVE (women at Very) hosted a digital Q&A panel on perfectionism and imposter syndrome featuring a guest speaker and coach. Senior leaders showcased and celebrated females within their teams. We also teamed up with Digital Her and Hackajob to host an in-person meet up in Manchester, and our data team attended a Women in Data event.



# We created greater visibility and sharing of data to highlight where we have challenges

We have been transparent in sharing the gender split across our communities, including leavers and promotions.

A dashboard has been created and shared with all senior leaders.

## Commitment three:

# Our Very teammates will represent the ethnic diversity of our local communities

The initiatives detailed opposite offer representation and visibility for people of colour, provide access to networks and opportunities, foster skill development and leadership growth tailored to their needs, break down barriers and biases through open dialogue, and create a pipeline of diverse talent for future leadership positions. By addressing systemic barriers and fostering an inclusive culture, these efforts contribute to a more diverse and thriving workforce.



### Our teammates connected through Curious Coffees.

Understanding and celebrating each other's differences helps create an environment where everyone feels welcomed, represented and valued. Our RAVE (race at Very) network created Curious Coffees, which paired teammates with a member of RAVE to learn more about each other's backgrounds and lived experiences. So far, there have been 40 coffee pairings including members of our executive team.



### Teammates took part in Diversity in Retail's Ethnic Future Leader and Ethnic Senior Leader programmes.

These six-month programmes aim to improve ethnic diversity in leadership by identifying and investing in high potential individuals from diverse ethnic backgrounds and supporting their progression into more senior roles.

“It was great to hear from so many inspiring, motivational people who spoke candidly about their own experiences. The programme gave us a safe space to talk and ask questions about issues like race and intersectionality in the workplace. I found the training on accepting and working through imposter syndrome, and the reverse mentoring experience, to be very valuable.”

### Farai Mayne, (she/her)

Senior commercial finance manager



# We completed a group coaching pilot for ethnic minority colleagues

Sessions focussed on career growth and personal, professional and leadership development. Eight colleagues graduated from the pilot and, following their positive feedback, we will be running a second cohort in 2024.



## Commitment four:

# We'll have created employment opportunities at Very for under-represented groups in our local communities



preparing young people for the world of work

### We continue to drive progress through local partnerships.

We're proud to be partnering with Innovate Her for the fourth year running. Innovate Her partners with local schools to inspire girls aged 12-16, equipping them with the right tools, skills and self-belief they need to pursue a career in technology. Over the past 12 months, we have engaged a total of 1,690 students across two partnered schools whilst supporting bespoke activity. We hosted 100 students at Very HQ, showcasing opportunities within tech and data to inspire the next generation of female leaders.

We've maintained our strong relationship with the University of Liverpool, reaching over 3,500 students through career fairs and panel talks. And we're continuing to partner with Manchester Metropolitan University as we look to establish our degree apprenticeship offering.

### We're supporting social mobility.

Over the last year we've partnered with Career Ready, a national social mobility charity, which connects employers with young people from under represented backgrounds. We've worked together to create opportunities to open students' eyes to careers within logistics. We've delivered a series of masterclasses in local schools and colleges, hosted three site visits and taken on a paid intern within our MI team. Our partnership continues into 2024 with eight of our managers taking on a mentee from a local college.



## Commitment five:

Very will have actively contributed to shaping diversity and inclusion in the industries we operate in

We are proud to be playing a part in driving change not just at Very, but in the broader industry too.

We continue to work on key partnerships with industry bodies that are working towards the same goals as us.



### **DiR** Diversity In Retail

- 30 colleagues have taken part in development programmes as a delegate, sponsor or mentor
- Several of our colleagues are active members of the special interest committees and our people take advantage of the organisation's many webinars and conferences
- Our network chairs attended the annual summit in London



### **BRC** British Retail Consortium

- The BRC provides us with a great source of education, information, and networking
- We are a member of the BRC D&I Charter and input into the annual BRC Diversity and Inclusion survey
- Workshops attended include Trans Inclusion, Menopause and Social Mobility
- BRC D&I Charter commitments have been met and we are an active member of Diversity in Retail

# Gender pay gap analysis

**UK companies that employ 250 or more employees must publish information on their Gender Pay Gap each year.**

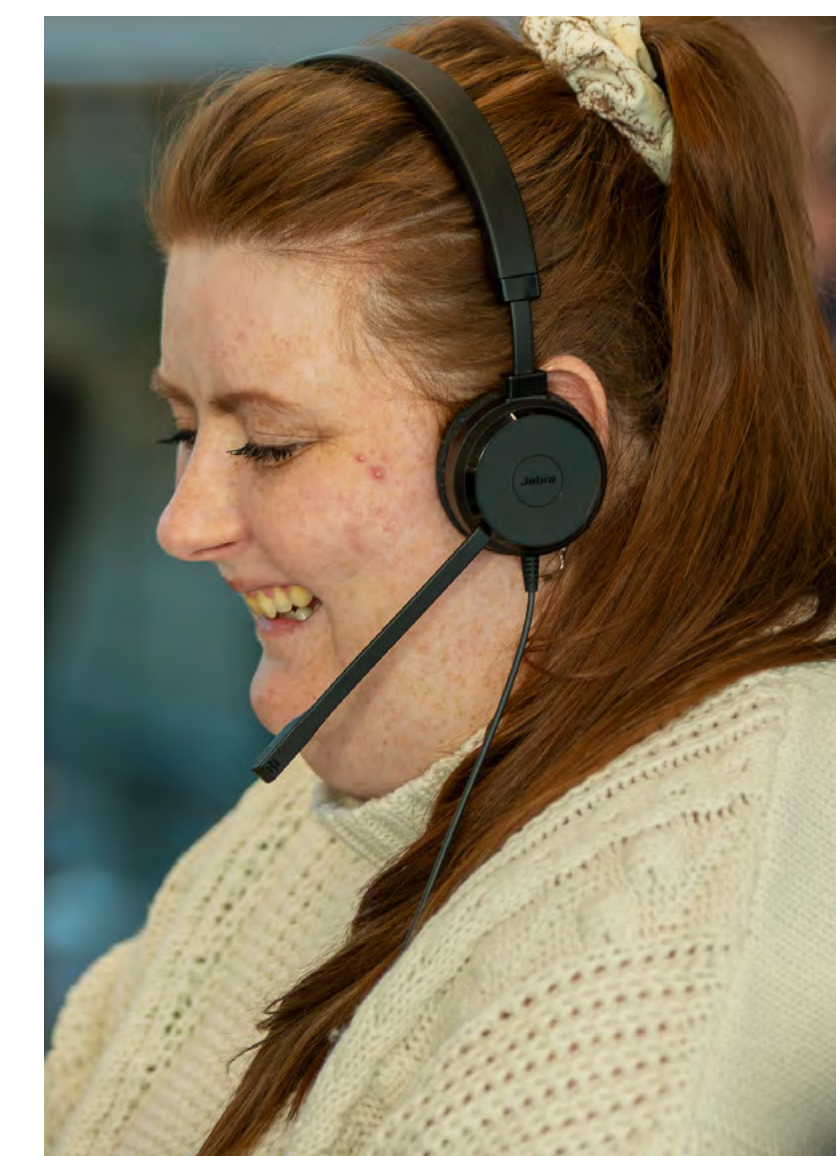
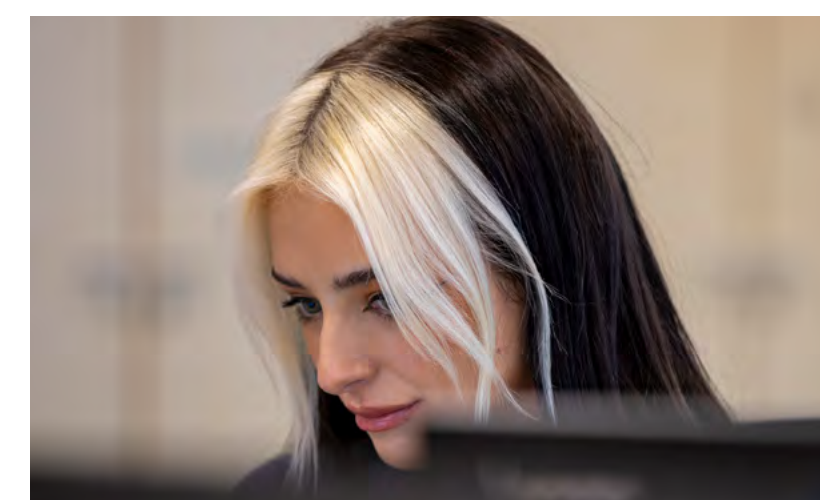
## Understanding 'The Gender Pay Gap'

The Gender Pay Gap measures the difference in average earnings of males and females across an organisation, regardless of the nature of their work. It does not measure equal pay, which has long been established in law and relates to the amount that men and women are paid for the same or similar work.

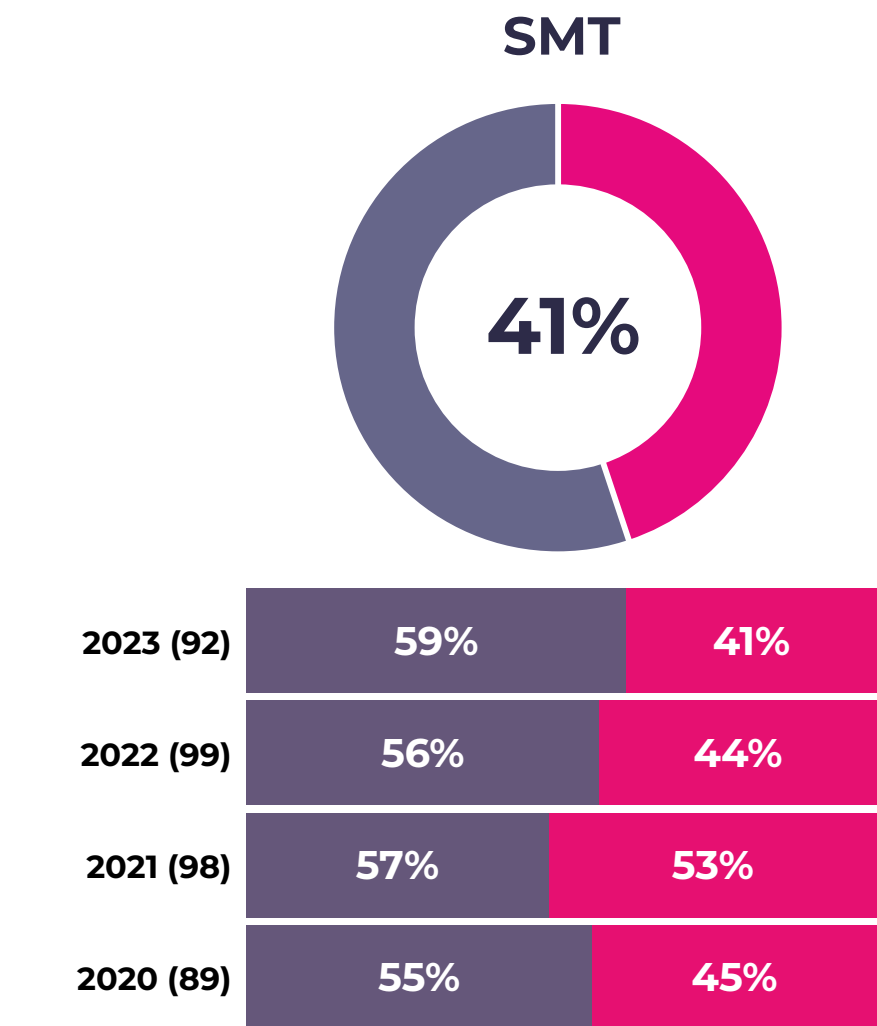
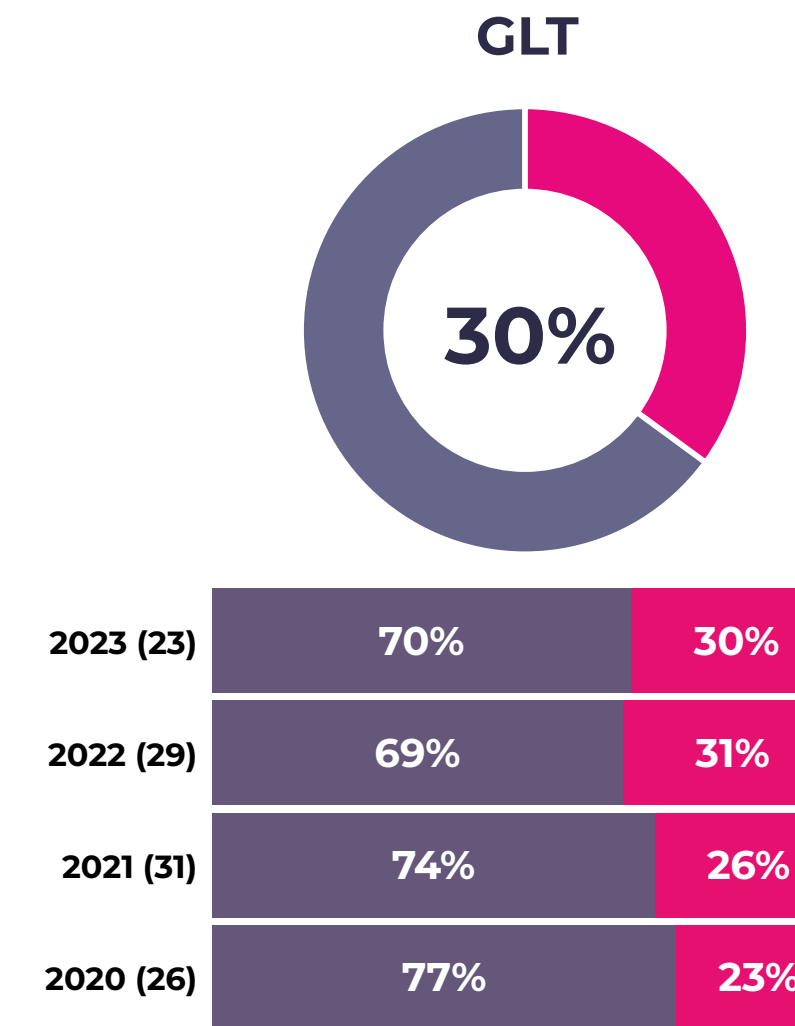
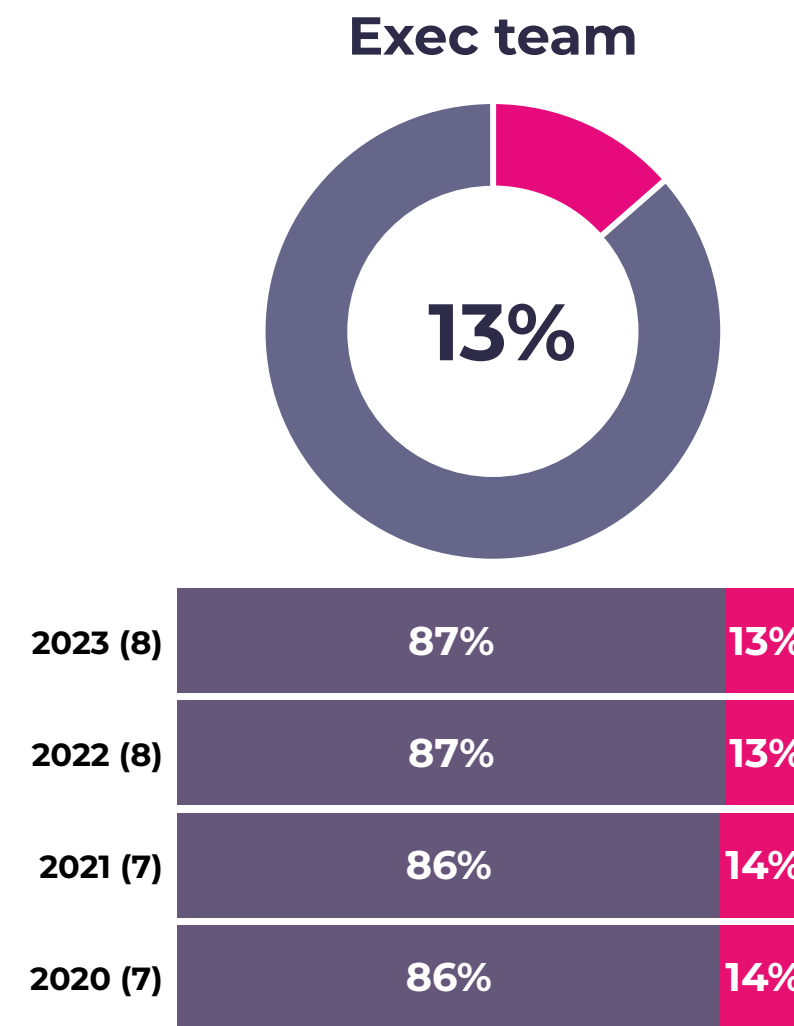
In our report we focus on The Very Group as a collective, as this provides the most accurate view of our organisation. Gender pay gap information for our two reportable entities (as required under The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017) can be found at the end of this report.

## Understanding The Very Group's 'Gender Pay Gap'

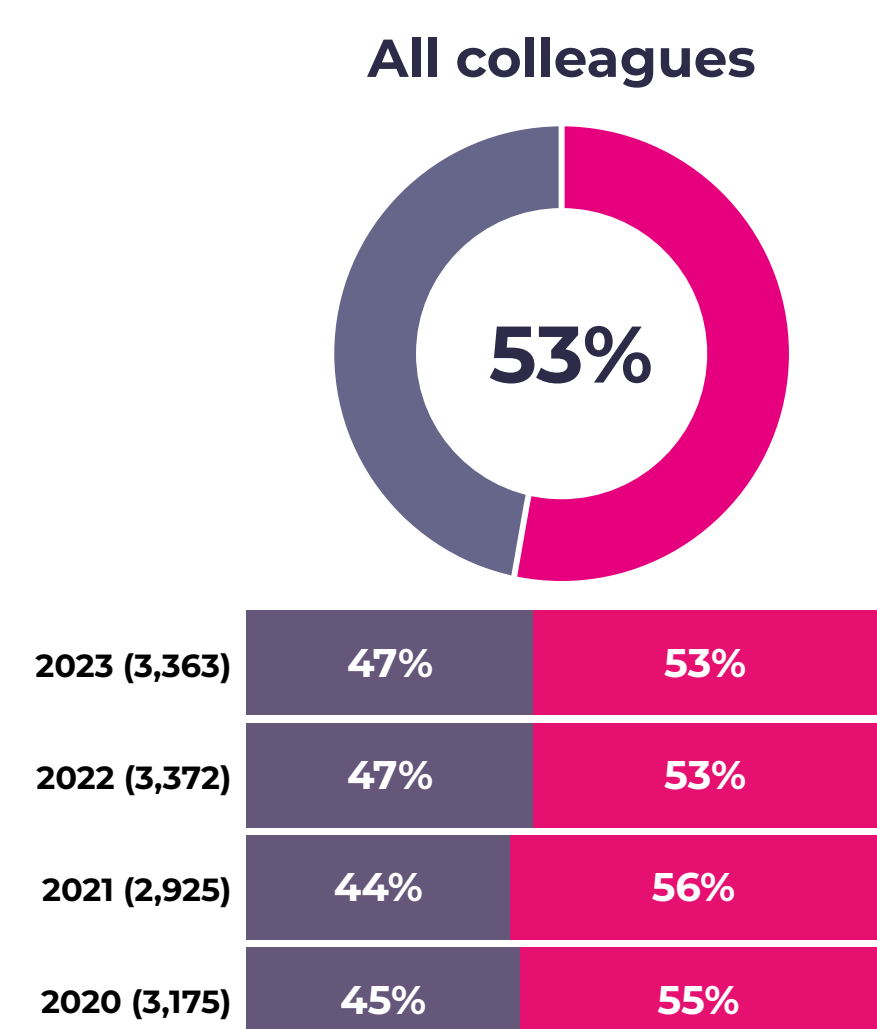
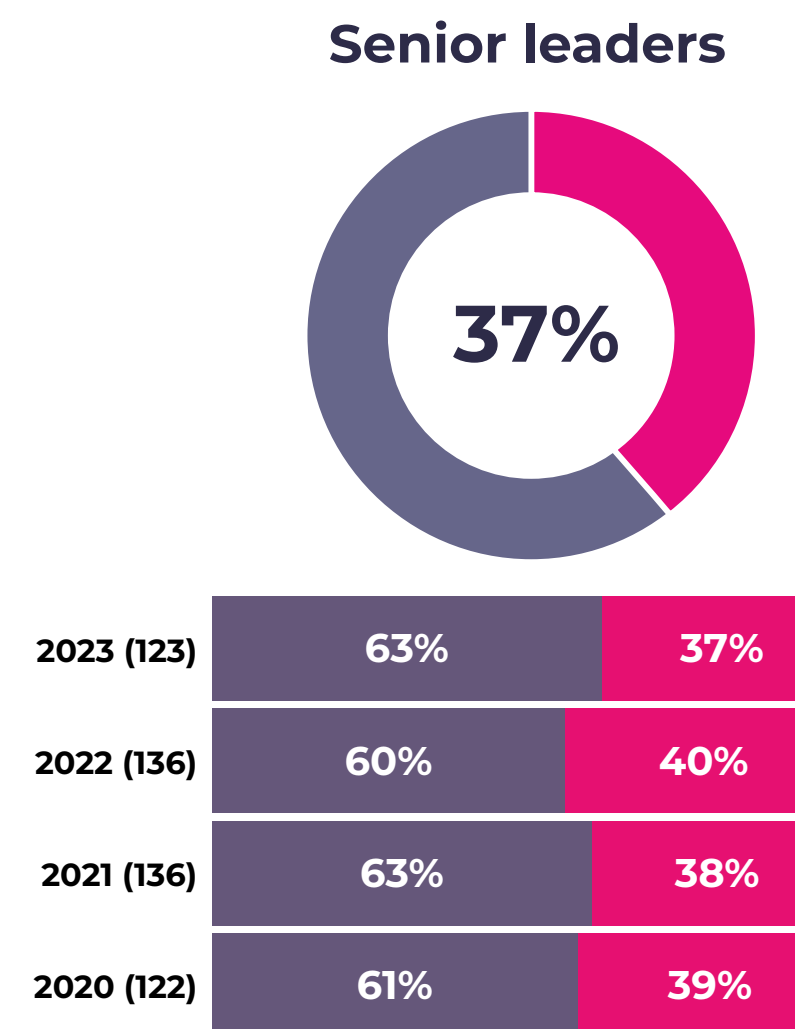
Our gender pay gap at The Very Group exists primarily because there is an under-representation of females at senior levels which attract higher pay and bonus arrangements. We also have an under-representation of females in certain teams where the external market attracts higher rates of pay, such as technology. Based on historical societal trends, there are fewer females in talent pools in disciplines such as technology, and our focus therefore needs to be on growing pipelines for the future.



The charts opposite show our gender split across the Group at various levels, with the proportion of females highlighted. These charts reflect gender split at the time of our Gender Pay Gap analysis (April 2023)



Male  
Female



<b>Exec team</b>	Executive directors that report to the CEO
<b>GLT</b>	Group leadership team (direct reports of the executive team)
<b>SMT</b>	Senior management team (typically direct reports of group leadership team)
<b>Senior leaders</b>	The combination of Exec team, GLT and SMT
<b>Overall</b>	Covers all colleagues at Very

# 2023 gender pay gap report – hourly pay

The figures in the table below show the difference in hourly pay between males and females, expressed as a percentage of male's pay. For example, this year we see that the median hourly pay for females at The Very Group is 6.7% lower than for males, which equates to a 9.1%pt reduction in the gap between females' and males' pay since 2022.

	2023	2022	Variance
<b>Median hourly pay gap</b>	<b>6.7%</b>	<b>15.8%</b>	<b>-9.1%pts</b>
<b>Mean hourly pay gap</b>	<b>13.9%</b>	<b>20.5%</b>	<b>-6.6%pts</b>



This year we are pleased to see continued positive movement in the headline figures for our hourly pay, with reductions to both our median and mean gender pay gaps when compared to the prior year (-9.1% points and -6.6% points respectively).

Our annual pay review at The Very Group takes effect on 1 April each year, and as part of our pay review for April 2023 we delivered an exceptional one-off payment for colleagues paid below a certain salary threshold. This exceptional one-off payment was captured in the snapshot period, increased hourly pay above the normal levels we'd expect to see, and has therefore (positively) impacted our Gender Pay Gap calculations. Excluding this payment from our calculations, both our median and mean gender pay gaps still reduce when compared to 2022.

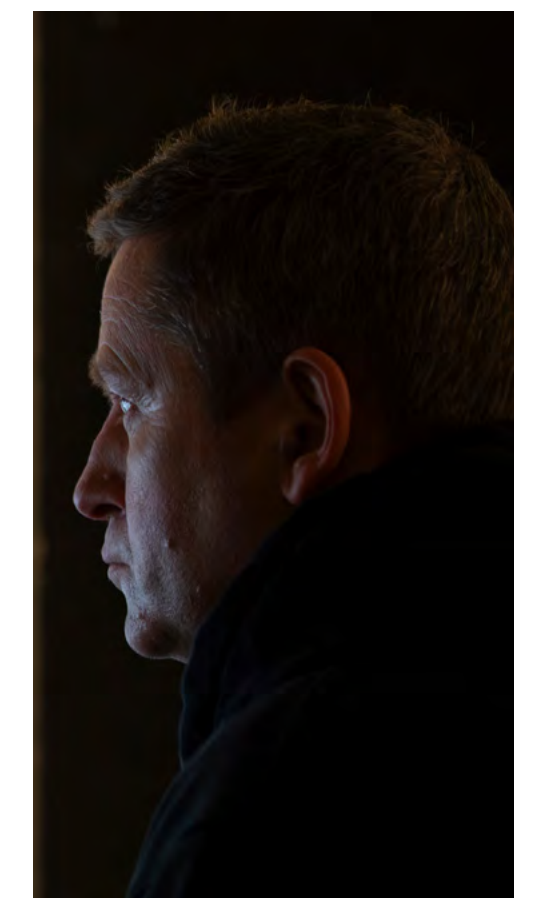
The second of our five D&I commitments is that we'll have more females in our senior management roles at Very. Whilst our demographic charts show fewer females in our senior leader population compared to last year (due to more females leaving the company between reporting periods), promotions into our senior leader population were 67% female during the same timeframe. We continue to work on removing barriers that impact progression at work for women.

Our career returners and graduate schemes are prime examples of our progress against commitment four (initiatives to attract diverse talent), and we're starting to see the positive effects of some of initiatives. In technology, for example, we've seen female representation increase by just over 4%pts since our last report, now standing at 25.1%. We can see the positive impact female joiners in technology have on our gender pay gap through our modelling.

The table below shows the proportion of males and females in each pay quartile.

Pay quartile	Male	Female
Upper	58.7%	41.3%
Upper middle	42.9%	57.1%
Lower middle	35.3%	64.7%
Lower	53.8%	46.2%
Overall	47.7%	52.3%

When compared to last year's pay quartiles, we've seen female representation in the lower quartile reduce, with increases in all other quartiles. We're mindful that the exceptional one-off payment has contributed to this, however we know that had this payment been excluded from our calculations, we would still see positive movements.



# 2023 gender pay gap report – bonus pay

The figures in the table below show the difference in bonus pay between males and females, expressed as a percentage of men's pay. Bonus pay is the gross bonus received during the 12 months prior to 5 April 2023.

	2023	2022	Variance
<b>Median bonus gap</b>	<b>92.0%</b>	<b>23.5%</b>	<b>+68.5%pts</b>
<b>Mean bonus gap</b>	<b>86.3%</b>	<b>63.6%</b>	<b>+22.7%pts</b>

When comparing our median and mean bonus gaps to the last reporting period, on the face of it both bonus gaps show large increases. However, in a typical year in which we achieve our performance targets, a large proportion of colleagues would receive a bonus enabling more robust and representative bonus gaps to be calculated.

As this reporting period captures any bonus payments during the 12 months prior to 5 April 2023, it aligns with our July '21 – June '22 financial year. We didn't achieve our targets to unlock a bonus for this financial year and so the proportion of colleagues that received a bonus is significantly smaller than it would normally be, shown in the table below.

	Male	Female
<b>Proportion of colleagues who received bonus pay</b>	<b>3.5%</b>	<b>7.3%</b>

**In our 2022 report, we saw 70.7% of males receive a bonus and 82.6% of females receive a bonus – significantly more colleagues than in this reporting period. Of those that received a bonus during this reporting period, there were two quite distinct types of payment included in the calculations:**

■ **Long Term Incentive Payments for senior leaders relating to the 2021 financial year**

Like most businesses, we have long-term incentive arrangements for our senior leaders. This reporting year captured 50% of a payment that was awarded (and deferred) in the 2021 financial year.

As explained throughout our report, with there being more males than females in our senior leader population, this impacts our bonus calculations, particularly in cases where very few colleagues are included in the calculations.

■ **Six months of incentive payments paid under the customer arrears support team incentive scheme**

The other figures included in the calculation relate to a monthly incentive scheme in our customer arrears support team (this incentive was replaced by an annual bonus scheme part way through the reporting period). Colleagues are awarded an incentive based on the achievement of a balanced scorecard.

When reviewing those in receipt of payments under this scheme during the reporting period, we can see that the majority are female and work part-time. The regulations have not been designed to account for part-time working when it comes to bonus payments, which continues to impact our bonus gaps.



# Our data journey

In last year's report we talked about the lack of data that we have on our people. To truly make a difference, we need to understand more about our people such as their ethnicity, neurodiversity status and gender identity. To help our people feel comfortable about sharing this information, we created a simple guide explaining how their data can help us drive progress as a business and how they can share information via our HR system.

Teammates at Very are now able to update their diversity information online through self-service. We've set a target of 40% completion in year one. We will continue to communicate the importance of this and have a target of 60% completion in year two.





# Our people are passionate about diversity and inclusion

Alongside having access to demographic data, understanding how our people feel about our D&I efforts is really important to us. In our November 2023 Voice survey, we asked colleagues how satisfied they are with Very's efforts to support diversity and inclusion and included space for them to share comments. 80% of respondents scored 7 or more out of 10, bringing our total group average to a strong 7.9 out of 10. We're really proud of this achievement, especially since it was the highest-rated question in the survey. It tells us that our colleagues are feeling good about the strides we're making in D&I, yet highlights the opportunity that there's still more we can do.

Overall, there was recognition of our efforts to support D&I, with a desire for more action and representation at all levels of the organisation. There was recognition of progress made, an appreciation for Very's efforts to support colleagues with challenges and Very was credited for educating teammates on inclusivity, with some noting that this has led to a greater focus on diversity.

When it comes to opportunities, there is a recurring concern about the lack of diversity at senior management level, a call for better support for parents returning from parental leave, and for colleagues with neurodiversity and sensory processing issues. We are thankful that teammates felt comfortable to shine a light on these areas of opportunity and work is underway to address them.



## Hear from our networks

Our colleague-led networks have been instrumental in driving diversity and inclusion efforts at Very over the past year. Through a series of impactful initiatives and events, they have fostered a more inclusive workplace culture where everyone feels valued and respected. We are so grateful for all the work they do. This year we hosted our first recognition lunch and awards for network chairs. Chairs had lunch with our executive team and received the guarantee of a coach/mentor, one day's annual leave and a small gift in recognition of their amazing efforts.



We remain committed to supporting and amplifying the voices of our networks as we continue our journey towards greater diversity and inclusion



Last year over 800 connections were formed through watercooler chats, establishing a support network that spans career, parenting, women's health, menopause and beyond. This year WAVE

aims to offer a platform that supports and empowers individuals of all genders who are enthusiastic about advancing equality within our leadership.

“This work is deeply meaningful to me, as I'm dedicated to fostering a culture where everyone can rise together, breaking down unconscious biases along the way.”

**Helen Julian (she/her)**

Category manager and co-chair of WAVE



**RAVE's** focus is to create a safe space for ethnic minority teammates to openly share, be heard and feel supported. We want to encourage network members and all of our teammates to feel empowered to bring their authentic selves to work each day.

“This past year we've focused on the network community, ensuring our members feel connected and involved. Even within our network we have such a wealth of diversity and there's so much we can learn from each other. This year our focus is to further support the wider business in shaping its approach towards being a more racially diverse and representative company and helping all our colleagues to celebrate and encourage diversity.”

**Crystal Harvie, (she/her)**

Marketing executive and co-chair of RAVE



The LGBTQ+ network is open to anyone who identifies as LGBTQ+ or considers themselves an ally and aims to spread awareness of LGBTQ+ issues while coming together to build connections.

“As a member of The Very Group’s LGBTQ+ network, our community stands as a vibrant and impactful force within the organisation, fostering a culture of inclusivity and diversity. Our annual Pride celebrations have become a cornerstone event, creating a space for us to celebrate and embrace our identities. Our participation in Liverpool Pride marks a significant milestone, as we proudly marched for the first time since pre-Covid, symbolising our commitment to solidarity and unity within The Very Group. Together, these initiatives underscore our invaluable role in shaping a workplace where every individual feels seen, heard, and celebrated.”

**Jade Rock (she/her)**

Team manager and co-chair of LGBTQ+ network



Generations at Very (GENs) aims to ensure that diversity is used to promote innovation and collaboration rather than discrimination, by tackling ageist ideals and stereotypes.

“In our first year, we have focused on building colleague relationships through monthly lunches, fostering a space to learn and grow from other colleagues via our career Q&A sessions and celebrating Ageism Awareness Day with a video showing how some teammates have experienced ageism in the workplace. Our goal for the next year is to continue to bring colleagues together and support personal and professional growth.”

**Ellie McLaughlin (she/her)**

Graduate analyst and co-chair of GENs



MIND is open to everyone at Very and aims to create a safe space to connect, learn and share experiences about mental health.

“ We launched a podcast called Let’s Talk where colleagues share their personal story on a stigmatised topic. We’ve had fantastic engagement and it’s really resonated with people. Our mental health crisis guide was launched to give colleagues awareness of the signs that someone might be in crisis and tools to help in this very real scenario. We also marked World Suicide Prevention Day and raised over £2.5k for three suicide related charities. Our next big goal is to train up a small number of colleagues to be Mental Health First Aiders and build a strong community of support networks for colleagues. ”

**Suzie Dalton (she/her)**

Senior delivery manager and co-chair of MIND



Our neurodiversity network is open to anyone who is passionate about neurodiversity. We aim to remove labelling people with ‘deficits’ or ‘disorders’ and take a balanced view of neurodivergent individuals for their unique strengths and challenges.

“ In our first year, we’ve focused on building relationships across the network and identifying the building blocks for future activity. This year we’ll be taking these to the wider business, creating more visible support for colleagues with neurodiverse conditions, enabling better conversations with peers and their managers and teams, allowing more colleagues to feel confident in being their authentic selves at work. Supporting the unique skillsets of the neurodiverse minds in our business will drive innovation and forward thinking. ”

**Andy Plunkett (he/him)**

Senior strategy manager and co-chair of THINK



DAWN is our brand new network with a clear purpose to bring together disabled teammates or carers from across Very.

“ DAWN has been set up to create a safe space to share lived experiences, offer support, open up important conversations and drive meaningful change. There has already been great engagement from colleagues who want to get involved, both as members and allies. ”

**Anna Smith (she/her)**

Talent acquisition partner and chair of DAWN

## What's next

As we continue on our diversity and inclusion journey, we know that we have further work to do in certain areas to help push us towards our targets. With the support of our executive team, sponsors and networks, we'll continue focusing on the areas that are most challenging.

**We will continue to work towards improving the gender balance within our senior management team by:**

- Using the Apprenticeship Levy to fund places on accredited women's leadership programmes
- Continuing our group coaching programme for females returning from maternity leave
- Identifying females who are showing leadership talent and ensuring they have succession plans
- Holding listening groups for women led by our WAVE network focusing on the areas that are most challenging

**In addition to these actions, we will continue to:**

- Keep listening, learning, and evolving to drive towards our 2025 commitments
- Keep cultivating an environment where everyone is free to ask questions and challenge
- Further roll out education for all with micro-learning and live workshops
- Celebrate and educate on the moments that matter

# Statutory gender pay gap disclosures

The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 require us to report on any of our legal entities which have 250 or more employees.

Like most employers, we have legal entities for which we're required to publish our disclosable figures in line with the regulations. Here you'll find our gender pay gap information for Shop Direct Home Shopping Limited and Shop Direct Finance Company Limited.



## Shop Direct Home Shopping Limited

	2023	2022	Variance
<b>Median hourly pay gap</b>	<b>-2.6%</b>	<b>0.8%</b>	<b>-3.4%pts</b>
<b>Mean hourly pay gap</b>	<b>7.2%</b>	<b>12.0%</b>	<b>-4.8%pts</b>
<b>Median bonus gap</b>	<b>62.7%</b>	<b>5.1%</b>	<b>+57.6%pts</b>
<b>Mean bonus gap</b>	<b>42.1%</b>	<b>53.9%</b>	<b>-11.8%pts</b>

Pay quartile	Male	Female
Upper	61.7%	38.3%
Upper middle	46.7%	53.3%
Lower middle	51.5%	48.5%
Lower	61.1%	38.9%
Overall	55.2%	44.8%

	Male	Female
<b>Proportion of colleagues who received bonus pay</b>	<b>1.7%</b>	<b>1.4%</b>



## Shop Direct Finance Company Limited

	2023	2022	Variance
Median hourly pay gap	6.8%	11.0%	-4.2%pts
Mean hourly pay gap	21.1%	26.0%	-4.9%pts
Median bonus gap	40.8%	26.8%	+14.0%pts
Mean bonus gap	96.5%	72.5%	+24.0%pts

Pay quartile	Male	Female
Upper	46.4%	53.6%
Upper middle	26.3%	73.7%
Lower middle	23.6%	76.4%
Lower	25.5%	74.5%
Overall	30.4%	69.6%

	Male	Female
Proportion of colleagues who received bonus pay	11.0%	16.0%

