



THE VERY GROUP



# **Very's** diversity and inclusion report 2021

bringing together our uniqueness



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# Introduction from our chief people officer, Sarah Willett (she/her)



**At The Very Group, we believe that everyone – our colleagues, our customers, and the communities we work with – deserve to get the most out of life every day. We're at our best when we're all at our best and we want Very to be a place where everyone can bring the magic of their uniqueness.**

As a purpose and values led business, we've been passionate about diversity and inclusion for a long time. Equity is in our heritage, and it shows up in our values. For more than 100 years, we've been making good things easily accessible to more people. Together, we've been making a difference.

That said, there's more to do. During 2021, momentum rightly built for organisations to go further with diversity and inclusion. The events of the last two years gave us reason to take a deeper look at how we're doing in creating an environment where everyone feels welcomed, represented and valued. We identified gender and race as two areas in where we needed to go further. We started new conversations to get better insight into the barriers and actions that would make a difference, and, to help us get really focused, we analysed our gender pay data with our committee members.

At the end of 2021, we felt the time was right to reset. What goes on inside our business shows up on the outside. Our colleagues must represent the diversity of our nation, our local communities and our customers. Through co-creation sessions with our colleague-led networks; diversity and inclusion sponsors; retail; corporate social responsibility, and people leadership teams, we've set out our bold ambition and the commitments we can all stand behind.

We want to move at pace, and I'm delighted that our chief risk officer Nick McBrien has joined Debs Chapman as co-sponsor. Nick brings fresh perspectives and has real passion and energy for levelling the playing field for underrepresented groups. He's got equality and removing barriers in his sights, and we're proud to have him on board.

I'm confident that with our bold ambition and strong plan, we'll create lasting, positive change. I can't wait to see the difference we make.

# A message from our sponsors

**Today is quite a moment for us. Sharing our new diversity and inclusion ambition and commitments is the start of our next chapter in creating an organisation where everyone can feel valued for the magic of their uniqueness. We're inspired, committed and proud to have set such a bold agenda.**

We're also reporting our fifth gender pay gap analysis. This year, our findings are reflective of the transformational changes we've been making across the whole group, coupled with external pressures that we see continuing for some time.

We hope you enjoy reading about how we're celebrating the magic of our uniqueness at Very as we continue on our inclusion journey.

Against this backdrop, we'll keep our sights set on achieving our commitments and realising our ambition. You can read our gender pay analysis on [page 11 >](#)



“ I care passionately about creating a more diverse and inclusive workplace, because my family circumstances prevented me from taking a traditional career route. I've benefited from organisations investing in talent regardless of privilege, and I aspire to pass that on and create opportunities for anyone who has that spark. ”

**Debs Chapman**

(she/her), director of reward, inclusion and colleague experience, and Northern Powerlist 2022

“ A diverse and inclusive workplace is what we all should expect and demand. I promise to do all I can to make sure that everyone not only feels invited to the party, but also feels that they can take part and dance. ”

**Nick McBrien**

(he/him) chief risk officer

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

**Debs Chapman**

Director of reward, inclusion and colleague experience

# Our purpose and ambition

## Why is diversity and inclusion so important?

When we can bring our uniqueness, feel we belong, and know we are represented and valued, we reach our potential and create better experiences for our colleagues, the communities we work with and our customers.

Focusing on diversity and inclusion is fundamentally the right thing for us all to do. And, there are some happy consequences as a result of doing that:

- 1. Elevating Very in a busy talent market** – talent includes people from all communities and backgrounds. Talented colleagues will only join us, then stay and thrive, when they feel represented, respected and valued for the differences they bring. Creating this kind of workplace will set us apart from the rest.
- 2. Accelerating our growth** – we know diversity within our teams will bring a broader range of thought, ideas and experiences. This leads to greater innovation for our customers, happier colleagues and better business performance.
- 3. Living our purpose and values** – as a purpose and values led business, we have a responsibility to be actively involved in building a more inclusive future, reflecting our customers' needs, and giving them the best possible shopping experience. We can see how far the industries we operate in need to travel to create greater diversity and inclusion, and we want to be part of the solution.



**As a purpose and values led business we know what we stand for**

Equity is in our heritage, for over 100 years we've existed to:

**MAKE GOOD THINGS  
EASILY ACCESSIBLE  
TO MORE PEOPLE**

**We're guided by our inclusive values – that's how we do things**



TRUSTED



AMBITIOUS



PROUD



INNOVATIVE



TOGETHER

# Together we've got a bold 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.”

## Hear from our colleagues



“I am passionate about creating an inclusive environment for our colleagues throughout their journey with us. This starts with facilitating practical ways for us all to be our true selves from day one. Introducing Mx as a title allows our colleagues to do just that.”

**Naomi Black (she/her)**

Colleague experience lead and member of D&I squad



“I'm passionate about creating an environment where people can bring their whole selves to work. I firmly believe that when people can bring their authentic selves to work they perform at their best!”

**Joseph Collins (he/him)**

Senior people partner



“As a woman in a senior position in fulfilment, I'm passionate about creating an environment where other women are empowered and can develop their careers in what has traditionally been seen as a male dominated industry.”

**Jag Collier (she/her)**

Head of site operations

# Our progress since 2021

**It all starts with who you attract into your organisation and over the past year we've been really focused on attracting more diverse talent.**

We've introduced a number of tools to help attract candidates from a more diverse talent community. This includes Textio, an artificial intelligence language tool that helps us make sure no masculine or feminine coded words, age bias or other non-inclusive phrases appear in our job ads. In our onboarding process, we added the Mx option for non-binary people to choose as their title, rather than Miss, Mrs or Mr.

And we added Recite Me's web accessibility and language toolbar to our careers site, so applicants can access functions such as converting text into audio, changing font sizes and colours, and translating text into over 100 languages. We also worked closely with the SheCanCode community to advertise tech vacancies to a broader and more diverse talent community.



Meet our Career Returners

## 1. Graduate schemes

Supporting and nurturing early talent is an important part of how we attract and develop talent. In 2021, we promoted five graduates from our analytics graduate scheme into senior roles with 80% of them female. This year we've extended our graduate schemes to include tech and finance. We're super proud of our 12 graduates joining us in September and we're excited to support them in becoming leaders of the future. We'll continue to expand the degree areas we look at and universities we partner with to increase diversity of our graduates.

## 2. Degree apprentices

Through our degree apprenticeship programme, we provided financial funding for 17 degrees in

2021. Half of our degree apprentices come from secondary schools we've partnered with from diverse areas. In 2021, 12 of our degree apprentices graduated from Manchester Metropolitan University with BA Honours degrees in tech and retail, and five are due to graduate in summer 2022.

## 3. Career returners

We opened up a new and greater diverse talent pool through our career returners programme, which offers a pathway back into tech careers for individuals who've taken a career break. In March 2022, we welcomed six new colleagues with backgrounds in tech and data, who had taken career breaks of between four and ten years. We're super excited to have them on board. We're now scaling up the scheme, focusing on areas where we need societal change.



Korhan Sonmez (he/him) was one of 400 students from Calderstones High School in Liverpool who we supported with mentoring and development programmes. Korhan, who is part of our degree apprentice scheme, performs a category assistant role at Very and recently graduated with a First-Class Honours degree in fashion and business management. We mentored Korhan through his A Levels and created experiences at Very to help him carve out his future career. He's fulfilling his dream working in our retail team, and we can't wait to see what the future holds for him.

“ I can't thank Very enough for creating this life-changing opportunity and career path for me. I'm the first person in my family to go to University and I'd never have chosen this path for my future or achieved a degree without Very's partnership with my school, and the support and mentoring I have received. ”

**Korhan Sonmez**

**For diversity to have meaning, we have to all work at creating an inclusive environment – one that ensures every one of our colleagues is valued for their uniqueness.**

### **1. The Ripple Effect wellbeing programme**

We know great work happens when you feel great. We introduced The Ripple Effect programme from Dr Greg Wells at our internal conference in April 2021, to support our colleagues' wellbeing during the pandemic. More than 1000 colleagues signed-up to the programme and have benefited from Dr Greg's weekly dose of advice on how to sleep, eat, move and think better.

### **2. New ways of working**

During 2021, we introduced our hybrid way of working (mix of home and office work) for head office-based roles, along with more digital ways to connect and collaborate. This gives our colleagues greater choice in where and how they work while they grow their careers with us.

### **3. Building inclusive team environments**

Our new manager capability programme is helping managers build inclusive team environments by developing a deeper understanding of how to work as inspirational equals with their team members. This includes valuing different skills, knowledge and behaviours, and creating an environment in which diversity of thought is embraced and celebrated. From a physical point of view, we've introduced inclusive facilities at our two largest workplaces, our head office in Liverpool and our fulfilment centre in the East Midlands.

### **4. And celebrating the cultural moments that matter**

Supporting cultural events such as Pride Month, Black History Month, International Women's Day and Ramadan. We have worked with colleagues to bring to life what these events mean to our colleagues, with a focus on awareness, education and celebration.

**From the inside to outside, we've also been giving back into the community – growing and supporting local talent.**

With three exciting industries under one roof – retail, tech and financial services – we offer inspiring opportunities for our colleagues to build future careers as unique as they are. Our early careers partnerships with schools and universities in the North West play a critical part in our growth journey. Ambassadors from across our business work with these organisations to shape and develop our partnerships.

### **1. InnovateHer**

We're four years into our partnership with InnovateHer, an organisation that equips girls aged 13 to 16 with the self-belief and skills to pursue a career in technology. Our colleagues are passionate about this too, with many acting as programme tutors and mentors. We've funded the programme with our partner schools, reaching more than 600 students. We recently collaborated with Holly Lodge Girls' College in Liverpool, to improve education outcomes for disadvantaged pupils. More than 90% of those who participated in our programme with the school are now considering a career in tech. We've confirmed our partnerships for 2022 and our ambition is to support even more students over the next year.



### **2. Creating equal access to opportunities with the University of Liverpool**

Over the last five years, our partnership with the University has gone from strength to strength. Through the 'UP' programme, we're giving students from underrepresented groups equal access to opportunities. We support them through workshops, mentoring, sponsored course modules and early access to career fairs, to help broaden students' professional networks and increase their chances of employment. We're delighted that so many students have not only benefited from this support, but also gone on to work for Very. We will continue to support the 'UP' programme to expand our talent pool and level the playing field for underrepresented student groups.

### **3. Kick-starting successful careers**

We created 17 roles as part of the Government's Kick-start scheme, which improves opportunities for young people at risk of long-term unemployment. We're proud that 10 went on to secure permanent roles at Very and three elsewhere. The rest received support with next steps including CV and interview skills.

In March 2022, we welcomed eight new Kick-starters. We'll supplement their Government-funded wages and provide tailored training, a personal mentor, Very buddy and support from our partner, The Prince's Trust. When the Government scheme comes to an end, we are exploring our own Very version of the 'kick-start' scheme.

**Finally, recognising much of the challenge with diversity and inclusion is within society, we have a role to play to make a difference.**

### **1. Partnering with others to make a difference**

We're proud to partner with external organisations to hold us accountable to our ambition and plans. Our CEO Henry Birch signed the British Retail Consortium's Diversity Charter, which helps retailers challenge their culture and biases and embed diversity and inclusion into their business. We're part of 'If Not Now, When?', a campaign for Black inclusion, and we're a proud partner of Diversity in Retail, whose mission is to support companies across the retail industry to create diverse and inclusive environments.

### **2. Corporate Social Responsibility (CSR)**

As a business with a global footprint, we're committed to helping our people and our customers make sustainable choices, reducing our impact on the environment and supporting our communities. Focusing on planet, circularity, product, communities and people, we have ambitious 2025 targets based on industry best practice. You can read more about our CSR work on our corporate website.

[www.theverygroup.com/sustainability/](http://www.theverygroup.com/sustainability/)



# Our diversity (gender)

## Understanding the gender pay gap.

The gender pay gap is a measure of the difference in average pay of men and women across an organisation, regardless of the nature of their work. The gender pay gap is not measuring equal pay, which relates to the amount that men and women are paid for the same or similar jobs. The gender pay and bonus figures shown in this section of the report represent The Very Group,

as the collective group view gives the most accurate view of our organisation. Gender pay gap information for our two reportable entities can be found at the end of this report. Collectively, this data includes 2,948 employees working in a number of differing roles, at varying levels across retail, technology and financial services, that bring a variety of pay rates.

## Understanding our gender pay gap.

Like many other organisations, the gender pay gap at Very is caused by having more males in higher paid roles than females. Our gender pay gap is not an equal pay issue.

We share information relating to our gender demographics at various levels and functions in the organisation to visually illustrate this, which can be seen on [page 12 >](#). It's also evident when comparing each pay quartile against the overall gender representation, as we see an underrepresentation of females in the upper and lower middle quartiles as well as an overrepresentation of females in the lower quartile (shown on [page 13 >](#)).

Since our first Gender Pay Gap report in 2017, we've been through a substantial period of change, which has continued over the last year. This year we're reporting increases in both our mean and median gender pay gap figures, and we know that large organisational change in our fulfilment centres over the past year has directly impacted these figures – you can read more about this on [page 13 >](#). As we continue to pave the way for our ongoing transformation, our practices must remain focused on tackling the areas that influence our gender pay gap.

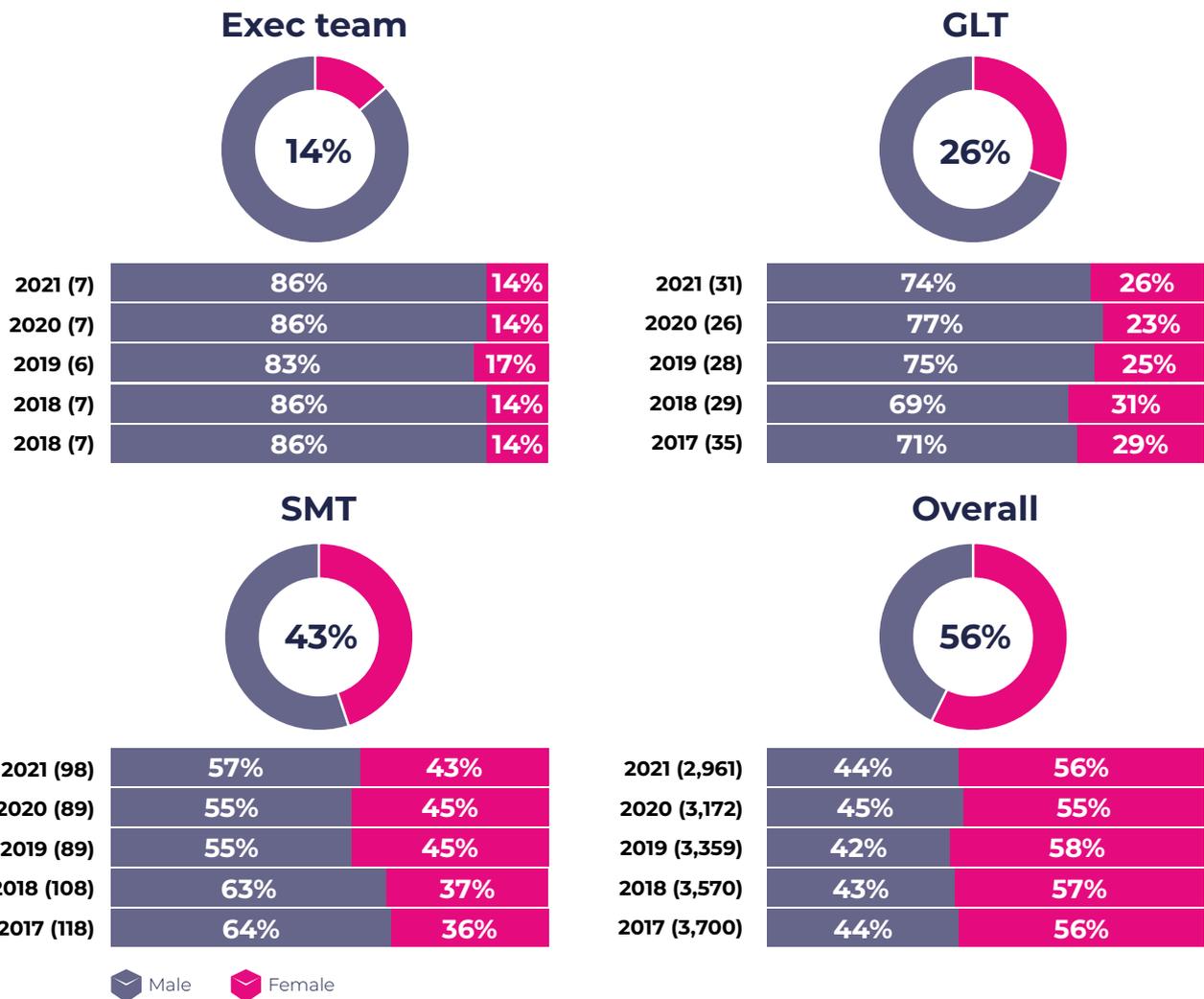
## Our commitment to paying our colleagues equally and fairly for the same or equivalent work, regardless of gender or any other characteristic, is ongoing and is supported by our market-based approach to pay.

We review roles against external market surveys to make sure we pay competitively in the industries we recruit from, and that we're rewarding colleagues appropriately for their role, experience, and contribution. Our market-based approach to annual pay review is a robust process to make sure colleagues are receiving fair and consistent salary increases based on how they're paid relative to the market.

We have lots of colleagues operating in various disciplines across retail, data and technology, and financial services. We recruit into higher volume roles, meaning we attract talent on a large scale

into specific roles. This means that having more males in specialist and highly paid disciplines such as technology and then attracting more females into these higher volume roles in retail and financial services has a large impact on our gender pay gap figures. To help illustrate these points, we've shown the split of males and females across our senior roles below alongside the gender split on the next page. To help illustrate these points, we've shown the split of males and females across our senior roles below alongside the gender split in our functions on the next page.

The charts below display our gender demographics across the Group at various levels, produced at the time of our Gender Pay Gap analysis.



<b>Exec team</b>	The Very Group executive board
<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>Other grades</b>	Colleagues in a wide variety of roles

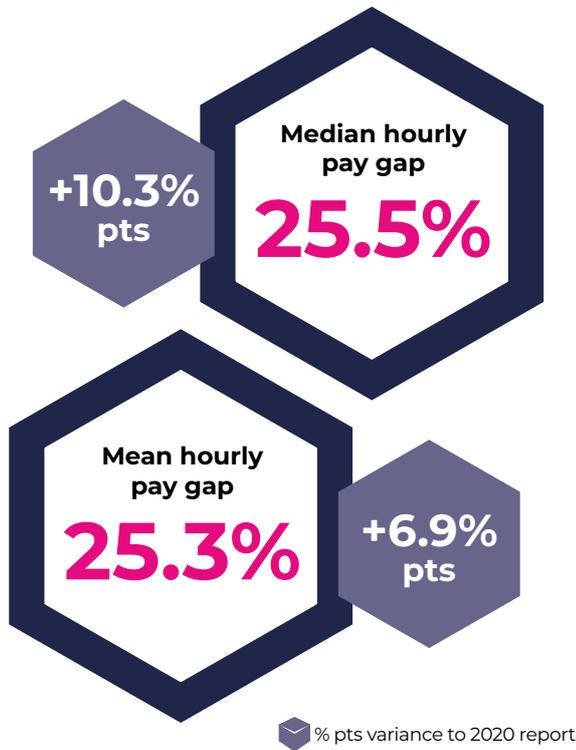
The charts below show our gender split by function.



# The numbers – hourly pay

The figures below show the difference in hourly pay between men and women, expressed as a percentage of men's pay. For example, we see below that the median hourly pay for women at The Very Group is 25.5% lower than for men.

## Hourly pay gap



**Our business has continued to change since our last report, and we're seeing the impact come through to our gender pay gap results.**

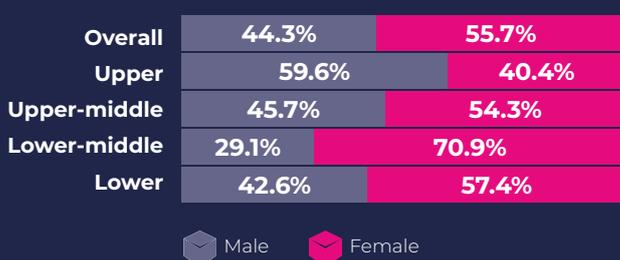
When comparing our colleague population to our last report, we've seen a net headcount reduction, largely driven by the closure of our Greater Manchester warehouse in Shaw, where we know a larger proportion of colleagues were male. At the same time, recruitment into our new East Midlands fulfilment centre, Skygate has kicked in, and we saw these vacancies attracting a larger proportion of males versus females. Due to the location of Skygate and the competition for labour, the market has driven up rates of pay for these roles. Taking the above factors into account, we have less males overall (compared to the prior year), and those in our lower paid roles are paid at a higher rate (driven by market).

**Since publishing our first gender pay gap report, we've referenced the highly competitive nature of the technology and data labour market. Now more than ever we face aggressive competition to attract and retain these skills.**

We have a comprehensive range of skills required across the business and need to pay competitively in the right markets to attract and retain talent.

However, this activity impacts our pay gap because of the underrepresentation of females in our tech function, as well as the technology market more generally. We continue to recruit at pace from the external market for technology and data roles, but there are still fewer females in the talent pool. While our technology colleagues make up 14% of our total colleagues, the weighting of more males in tech roles that have higher rates of pay (driven by market) impact our gender pay gap figures.

## Pay quartiles



## This year we have seen a notable shift in gender split in both the lower quartile and lower-middle quartile.

Male representation at the lower quartile is now 42.6% compared to 46.3% last year and our male representation of the lower-middle quartile has reduced to 29.1% compared to 34.2%. This is largely influenced by the points outlined on the last page. We've also seen an impact on our mean hourly pay gap this year because of temporary

pay reduction measures linked to Covid-19. We explained in our last report that, in April 2020, we implemented a 20% salary reduction for our executive team and leaders across the business. As more of this population were male, we're seeing the 'unwinding' of that intervention impact our mean hourly pay gap this year too.



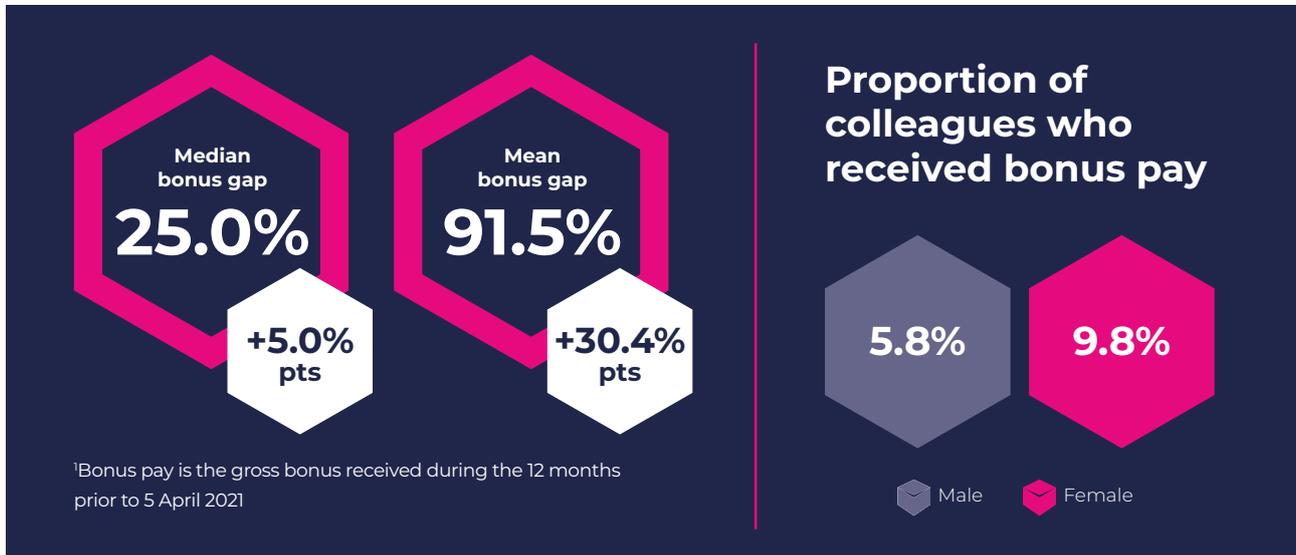
## Our focus on building our pipeline of women and men for such roles from an early age is vital to changing this internally and at an external societal level.

We believe that despite internal and external challenges faced, we can best tackle our gender pay gap by fostering a diverse and inclusive culture which increases female representation at senior levels and in specialist fields typically dominated by males, such as technology and

data. We remain committed to using sustainable approaches to reduce this gap, especially in areas we know will make a difference, such as creating a future talent pipeline via our Career Returners Programme, (see [page 7 >](#) for more).

# The numbers – bonus pay

The figures below show the difference in bonus pay<sup>1</sup> between men and women, expressed as a percentage of men's pay. For example, we see below that the median bonus for women at The Very Group is 25.0% lower than for men.



**In a typical year, in which we achieve our performance targets, a large proportion of colleagues receive a bonus. However, we didn't achieve our targets for the 2020 financial year.**

As a result, we saw a significantly smaller number colleagues receive a bonus (5.8% of males compared to 77.6% last year, and 9.8% of females compared to 84.3% last year).

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 2019 financial year**
- **12 months of incentive payments paid under the Customer Arrears Support Team Incentive Scheme**

**Like most businesses, we have long term incentives arrangements for our senior leaders.**

This reporting year captured 50% of a payment that was awarded (and deferred) in the 2019

financial year. As mentioned, there are more males than females in our senior leader population which impacts our bonus calculations, particularly when most colleagues do not feature in the calculations.

**The other figures included in the calculation relate to a monthly incentive scheme in our customer arrears support team.**

Colleagues are awarded an incentive based on the achievement of a balanced scorecard. When reviewing those in receipt of an incentive payment under the scheme during the year, we can see that the majority are female and work part time.

**We've explained previously how the regulations have not been designed to take account of bonuses paid on a part-time basis.**

When combining both types of payments this year, alongside our gender representation across the organisation, our mean bonus gap shows an increase of 30.4 percentage points this year.

# Our unknown diversity – using data to drive diversity and inclusion

**Voice, our colleague listening survey, launched in March 2022. We're now able to collect demographic data such as age, sexuality, neurodiversity and ethnicity, to better understand the diversity of our organisation today.**

To help us evaluate the impact we are having on attracting and retaining more diverse talent, we'll report on our demographics over time and overlay them onto our Voice results. This helps us to better understand the lived experience across our demographics today, while highlighting progress and further opportunities.

We're launching 'people labs', our Voice colleague forums, where representatives will come together to share views and ideas on how to make Very the best possible place to work. They'll work alongside leaders to shape actions that will influence our colleagues' experience for the better.



**What can our colleagues do?**

Include everyone. Open your mind, think broadly and invite alternative viewpoints.



# Our 2025 commitments

**At Very, inclusion is rooted in our culture and our colleague experience.**

We know we need to take more action in some places and we're making these commitments to help accelerate that progress.

1

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

2

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

3

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

4

We'll have created employment opportunities at Very for underrepresented groups in our local communities

5

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



## Commitment 1:

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

### Measured by:

- 100% completion of D&I learning
- Voice (listening survey)
- Glassdoor D&I rating of 4.4 out of 5 or above

### Enabled by:

- Essential D&I education for all – starting with our leaders
- D&I advisory board made up of the executive committee and networks
- Identify any systemic barriers to inclusion
- Colleague experience policy overhaul
- Active colleague communities
- Cultural calendar ongoing activity
- Drive to get more D&I reviews for Glassdoor



### What can our colleagues do?

Be an advocate. Consider the role of gender, sexual orientation, race, culture and religion in every customer and colleague centred conversation.



## Commitment 2:

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

### Measured by:

- 50:50 female/male split at senior management level
- Female SMT\* Voice (listening survey)

### Enabled by:

- Deepened gender focused search processes for us and our partners ensuring high calibre talent remains at the heart of our searches
- Retrospective view on every leadership hire to understand more about diversity
- Mentoring for women to accelerate to leadership roles
- Tracking female SMT\*/successor leaver data
- Active support and allyship for our WAVE network
- Focus on early talent with intake of 50:50 F/M
- Fuel and support through our partnerships

\*SMT = senior management team, exec and A to C grades

### What can our colleagues do?

Challenge gender stereotypes. Look closer at your team. Do certain tasks need to be divided up differently? Call it out if you think the balance needs addressing.





### Commitment 3:

**Our Very colleagues will represent the ethnic diversity of our nation and our local communities.**

#### Measured by:

- Initially using Voice, Very team reflective of the nation (2021 Census)
- Locations we're based in reflective of those regions – Liverpool, Bolton, East Midlands, London (2021 Census)

#### Enabled by:

- Capture and collate colleague diversity data
- Mentoring for people of colour to accelerate to leadership roles
- Reverse mentoring of white leaders
- Tracking leaver data from people of colour
- Active support and allyship for our R@VE network
- Fuel through partnerships leveraging experience from Diversity in Retail. Plus Ethnic Minority Future Leaders course



#### What can our colleagues do?

Start a conversation with a colleague from a different ethnic background than your own. See what you can learn and appreciate from a different culture.

## Commitment 4:

**We'll have created employment opportunities at Very for underrepresented groups in our local communities.**

### Measured by:

- 50:50 male/female split at early talent level
- People of colour reflective of the nation (2021 Census)
- 50% of Kickstarters secure permanent role

### Enabled by:

- Broadening entry requirements for early careers schemes
- Continue with and scale-up returners scheme
- Very's own 'Kickstart' programme
- Partner a diverse range of schools and local community groups to inspire future talent
- Colleagues committing to mentoring
- Tracking early career progress at Very



## Commitment 5:

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

### Measured by:

- Charter goals met and exceeded

### Enabled by:

- Industry partnerships to share ideas, learnings and keep the momentum for change
- Investing in key partnerships to show our financial backing
- Tracking progress against the charter goals

### What you can personally do better

Celebrate success publicly. Elevate the achievements of underrepresented groups to a wider audience, showcasing the strength in diverse ideas and contributions



# Creating positive change for good through our colleague-led networks

**Our four colleague-led networks – LGBT+, WAVE (Women at Very), R@VE (Race at Very) and PAVE (Parents at Very) – together play an important part in raising awareness, education and driving positive change for good.**

With more than 300 members, WAVE supports those who identify as women. Members can collaborate and seek support on their dedicated Teams channel. The newly launched WAVE hub is an online resource for all colleagues to access events, curated content and connect with the committee. WAVE's watercooler conversations, an internal networking scheme, regularly pairs members of WAVE to encourage relationship building and collaboration. The network has an active events programme, including a 'career stories' series aimed at degree apprentices and women in tech, and guest speakers on key topics such as menopause.

R@VE gives ethnic minority colleagues a safe space to share lived experiences, shape initiatives and accelerate progress to be a more racially diverse and representative organisation. It supports important commercial initiatives such as bringing onboard more Black-owned suppliers and has helped design and influence key calendar moments, including Black History Month, Black Inclusion Week and Race Equality Week.

The recently launched Pride Hub is a safe online space where colleagues can connect, learn and collaborate.

LGBT+ is our longest standing network, and with almost 400 members and allies, it's focused on making inclusion a priority. The recently launched Pride Hub is a safe online space where colleagues can connect, learn and collaborate. It's packed with resources such as '10 ways to be an inclusion advocate', and access to external resources such as Rainbow Laces and Inclusion in Sport. In celebration of Pride 2021, The Only Way is Essex personality, Bobby Norris, joined us for a fireside chat, colleagues painted the zebra crossing at our fulfilment centre in rainbow colours and nearly 400 colleagues signed our Pride pledge.

## What can our colleagues do?

Get involved. Encourage teammates to be themselves. Sign-up to our pledges and be an active ally.



**Katrina Williams**

(she/her), head of finance capability,  
chair of Very's LGBT+ network

# Our colleague networks

In June each year, you will see colourful Pride celebrations held across the world. That said, there are still 69 countries where it is illegal to be in a same-sex relationship and tens more where people feel unsafe for identifying on the LGBT+ spectrum. Nurturing an environment of workplace inclusion is a key element of societal and cultural change, influencing equality for all through families and networks.

As an inclusion advocate and the chair of the LGBT+ network, I believe that everyone should feel a sense of belonging, represented and celebrated for being themselves in the workplace, at home and in life. I feel that our diversity and inclusion commitments are action-orientated and help build an inclusive future for all.

The network was set up in 2015 to support all colleagues, boost awareness, highlight our inclusion approach and celebrate uniqueness. We're a community of almost 400 Pride allies, who are committed to prioritising inclusion via our Pride Pledge.

In 2022, we were excited to launch our new online Pride Hub, making it easy for our colleagues to access inclusion resources and be advocates. We acknowledge challenges of the past through our LGBT+ History Month event and celebrate Pride Month with our colleagues, customers and community, giving hope for the future. We embrace intersectionality and link up with fellow colleague networks, our inclusion squad and colleagues across our sites to make a real difference.

## What can our colleagues do?

Think about the words you use. And ask yourself – is the language I'm using welcoming, inclusive and respectful?





# WAVE Network



“ Growing up, there were few female role models that looked like me, and it would always be a positive surprise if there was. I’m passionate that we get to a place where it becomes the norm, rather than a surprise, to see leadership represent the diversity of its community. Our D&I ambition is a step in this direction, and I am proud of the role WAVE and our other colleague networks play in driving this forward. ”

**Lisa Chung (she/her)**

Retail strategy lead, co-chair of the WAVE network



“ Through our network, we aim to inspire and empower those who identify as women. We encourage diverse and inclusive conversations across our organisation to drive positive change, for the benefit of all colleagues. Our diversity and inclusion ambition is a clear statement of intent to create a place where every single person feels they can bring their whole self to work. I’m proud of the role WAVE and our colleague networks play in celebrating, embracing and supporting every individual for the uniqueness they bring. ”

**Lucie Child (she/her)**

Strategy lead for customer care, co-chair of the WAVE network



# RAVE Network

“ There comes a time in your life when empathy and words are just not enough. That moment for me was a year on from the George Floyd murder. It was then, I reflected on our lack of progress on racial diversity here at Very, and my own personal contribution. As an organisation we had showed our outrage and sadness at the murder and continued to celebrate moments like Black History month, but where was the action? Where was the internal change? Where was the progress?

## Terence Mensah (he/him)

Senior customer strategy manager,  
chair of R@VE network

Fast forward to now, we have tangible D&I commitments which specifically call out our ambition to be more racially representative across the business. We have set a target, and we are going monitor our progress with data. Similar to other metrics we obsess about here at Very, this for me is a positive signal of our intent. We now have a network called R@VE (Race at Very) which is led by our R@vers and powered by ‘revolutionary energy’. The network has quickly become a community where ethnic minority colleagues feel comfortable to share their lived experiences and how the business can support them. As much as we need allies to help support us with our ambitions, we see ourselves as allies to the business, helping them identify and tackle how Very can be more inclusive for ethnic minority colleagues and customers. We are already investigating how we can support ethnic minority colleagues’ development, support with attracting even more diverse interns, and how we can serve more ethnic minority families on a budget – and we are only getting started. ”



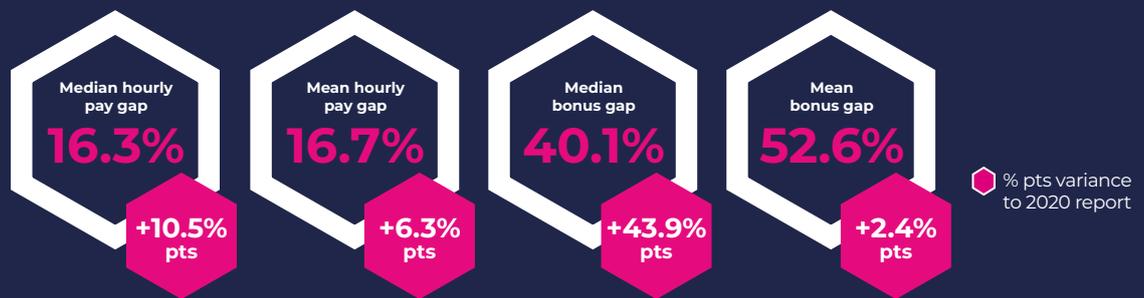
# Appendix – Gender Pay Gap by Entity

The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 mean we are required 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



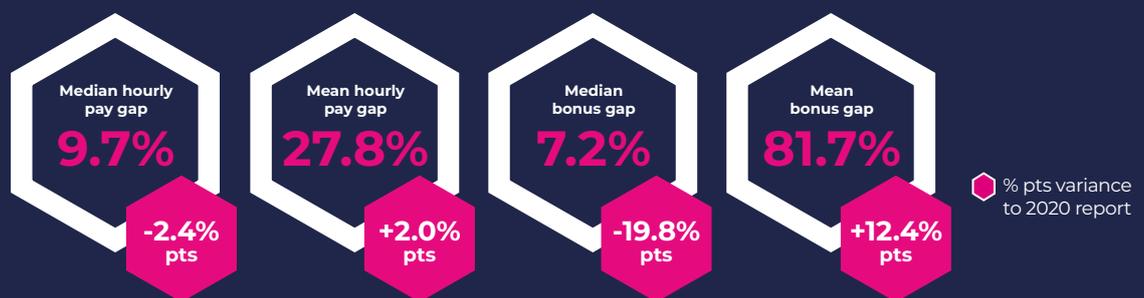
### Pay quartiles

Quartile	Male	Female
Overall	52.1%	47.9%
Upper	58.8%	41.2%
Upper-middle	58.1%	41.9%
Lower-middle	39.3%	60.7%
Lower	52.3%	47.7%

### Proportion of colleagues who received bonus pay



## Shop Direct Finance Company Limited



### Pay quartiles

Quartile	Male	Female
Overall	30.7%	69.3%
Upper	46.6%	53.4%
Upper-middle	25.7%	74.3%
Lower-middle	23.4%	76.6%
Lower	27.1%	72.9%

### Proportion of colleagues who received bonus pay



#### Key

Male Female