



uk greetings

Gender Pay

Review

Creating a positive culture & experience

2025

We encourage and support our colleagues to grow, and

*60% of leaders in our business are female.
Our Senior Leadership Team is 57% female*

Ceri Stirland

CEO International

“We have many strong, female leaders within our business and amongst our customer base. It is very important to UK Greetings and me personally that these leaders are visible and accessible to all. I am also proud of the emerging female leaders coming through our business, seeing them thrive and grow at UK Greetings is a very positive indication of our progress.”

UK Greetings is committed to equal opportunities for all, irrespective of their background, gender, identity, beliefs, or circumstances. Our colleagues are unique and diverse, the vital and magical ingredient in our success. We know that this uniqueness helps us deliver exactly what our customers and their shoppers need. Together we create happiness, laughter and love for millions of consumers every single day.

Today, many of us in society still face inequality, including inequality linked to race, sexuality, and gender. Inequality can affect people from a very young age, and throughout the various stages of their lives. By focusing our efforts on key life stages, we continue to support and make a difference to the lives of our colleagues and our community.

UK Greetings continues to carry out work within the community with schools, colleges and universities providing careers advice and work experience through long standing partnerships and regular events.

Additionally, apprenticeships are a significant focus for our business, within this report some of our colleagues have shared their experiences in this area.

Investing in our people is vital and we are committed to giving everyone the opportunity to thrive, learn and grow with ongoing development. Through various leadership programs, regular training and succession planning we strive to ensure everyone has the required knowledge and skills to achieve their goals, in addition to having opportunities to gain professional qualifications.



In this report we share our progress on Gender Equality through the UK Government's Gender Pay Gap Analysis. This report isn't just about data, we have also asked our colleagues to share their stories about some the initiatives available at UK Greetings to promote gender equality.



Gender Pay Gap explained

UK Greetings is fully committed to being a diverse and inclusive employer and we know that an essential part of this is addressing our gender pay gap.

UK Greetings believe that being a truly diverse business makes us stronger. We can create a more inclusive work environment for people of all gender identities by capturing data and measuring internal representation across the organisation.

The gender pay gap is reported as a mean average and a median average (mid-point) figure and is calculated from individuals' hourly rates as of April 2024.

The statistics can be affected by a range of factors, including the different number of men and women across all roles right across the workforce. The Gender Pay Gap is the difference in the hourly pay and bonus pay of all men and all women across an organisation, expressed as a percentage of men's earnings.

It is important to note that the gender pay gap covered here is different from an equal pay comparison.

The gender pay gap is different from equal pay. 'Equal pay' is about men and women receiving equal pay for the same jobs, similar jobs or work of equal value.

The median represents the middle point of a population.

Imagine two separate lines of people within a company, the men and the women. The median here is the woman in the middle of her line and the man in the middle of his line. The median pay gap is the difference between the hourly rate of pay for the middle woman compared to the hourly rate of pay for the middle man.

Mean & Median Pay Gap explained

The mean gender pay gap is the difference between the average hourly rate of pay for women, compared to the average hourly rate of pay for men, within a company.

Median

27.1% (▼)

Mean

31.7% (▼)

Bonus Pay Gap explained

The bonus gap is calculated by using the actual bonus that's paid across all colleagues. This means it doesn't consider where bonus is pro-rated for part-time hours.

Median

30.6%

Mean

68.7%

Bonuses Paid explained

This shows the percentage of employees paid a bonus

Female

12.8%

Male

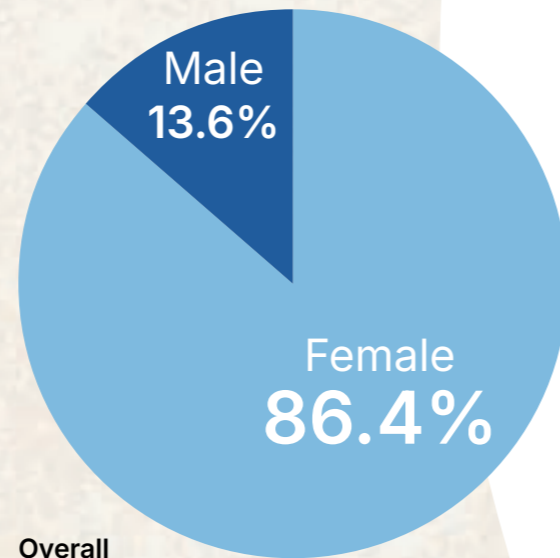
26.7%

Our beliefs...

UK Greetings believe that only by being clear about what creates the gender gap will there every be a chance to make meaningful changes to address it within our unique business.

Gender Split explained

The gender pay gap at UK Greetings is driven by the distribution of male and female employees across our business, not because of our pay policies and practices.

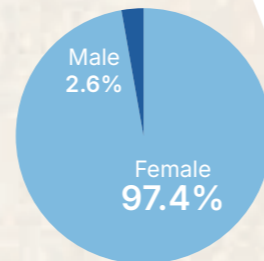
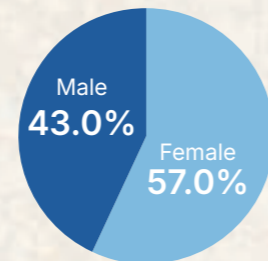


We can make a big impact towards eliminating the gap by giving women the same choices available to men.

Overall

Full Time

Part Time



Pay Quartiles explained

What we continue to see each year is that we have a high proportion of women in our lower quartile roles, impacted by our field Merchandising Division which attracts a higher proportion of females due to the part time hours and flexibility the role offers. This supports caring responsibilities and work/life balance at different life stages.

Top Quartile



Lower Quartile



Employed women with dependent children spent more time on all work combined than men.
(496 minutes per day vs. 481 per day).

Life
right now...

3 out of 4 mothers in work in the UK Highest level over the last 20 years.

It is now more common for both parents to work fulltime.

12.1% of parents work from home.
Mothers are more likely to work from home (13.4%) vs. fathers (10.7%).

33.3% of mothers reported an agreed special working arrangement (flexible or term time hours) in their job, compared with 23.6% of fathers.

in 2024

A Family Friendly place to work

Kinship Care Leave - paid time off for an employee who may be given guardianship of a child

In addition to our Maternity, Adoption and Paternity leave and pay, we recognise



“Life looks different for everyone and changes throughout our life may affect us in very different ways. UK Greetings believe that our success starts with a happy, supported team. Every family is unique, and every journey is personal—that’s why we focus on creating a workplace that adapts to different life stages and circumstances, helping our people thrive and succeed together.”

Family Friendly

UK Greetings has worked hard on behalf of our colleagues to make life better for families. In 2025, we are proud to announce our enhanced Maternity, Adoption and Paternity leave and pay.

Newly formed Diversity Council with employee network groups including a parents and carers network.

Focused Mentoring Scheme supporting employees throughout their career at UK Greetings

Hybrid Working Policy Office based employees benefit from working some days in the office and some days at home.

Fertility support time off to attend appointments or have treatment

Flexible Working Policy Available from Day 1, employees who want to work an alternative work pattern – we currently have 197 employees across 84 different roles working a flexible working pattern to suit their needs.

Shared Parental Leave allows the mother and partner to split the maternity leave.

Carers Leave time off to care for a relative or someone who depends on them.





If I could share one piece of advice with my younger self, it would be to have more confidence. Believing in yourself will take you further than you think, and you have to get involved to get results.

Heather Clarkson
Internal Communications Manager

Thinking about the best advice I would give to my younger self? Follow your passion, do what makes you happy and don't be afraid to push yourself beyond boundaries that might seem scary at first glance but will benefit you in the end. Take every opportunity you can and your journey will get you where you need to be!



Laura Roderick
Head of People & Culture

We encourage and support women to grow, in fact 66% of leaders in our business are female.

If I had the opportunity to give my younger self some advice, it would be: Don't underestimate your capabilities and trust yourself. I would also be clear about the importance of getting support from your managers and colleagues, you really don't have to do things alone, there is always somebody to help you.



Pam Cole
Tradesperson



If I could offer some advice to my younger self and colleagues, I would start with how you learn and develop. Learning new things is hard, especially if you are a very detail orientated person (like me!). As you develop, you begin to realise what you do and do not need to know in terms of detail.

Julie Huntington-Dale
Operations Director

“Learning new skills in a positive environment has allowed me to implement new ideas at UK Greetings.”

Heather Clarkson

Internal Communications Manager

“I’ve built a long career in events management, marketing and communications, and I joined UK Greetings three years ago as the Internal Communications Manager. It’s a broad and autonomous role, with opportunity to work across many different aspects of the organisation and with a lot of different teams.”

Since coming to UK Greetings I’ve been able to further develop my communications skills with the support of my manager. This is invaluable to me, and learning new skills in a positive environment has allowed me to implement new ideas at UK Greetings, to improve our colleague experience.

The last year brought personal challenges, as I took on new caring responsibilities for my elderly parents. One was in hospital for six months and another is living with

advancing dementia, and they suddenly needed a lot more help. The flexibility and understanding from my manager, the wider team and colleagues across the organisation enabled me to keep working through this time. I was able to reduce my working hours temporarily during the most critical periods, and to return to full time work when things became more settled. This support made all the difference in a very difficult time.

The team at UK Greetings is brilliant, talented, warm and capable. I love working with the people here, and thrive on the connections I’ve made. I’m an enthusiastic person, and always looking for new opportunities to develop, and being supported in this, as I am here, is essential.

One of the best pieces of advice I’ve ever received is from my manager: “Don’t let perfection get in the way of good”. This ethos encourages me to try new things without expecting everything to be right first time. I feel empowered to take chances with new ideas and take opportunities to constantly learn.

My motto in life is the Henry Ford quote, “Whether you think you can, or you think you can’t – you’re right”. If I could share one piece of advice with my younger self, it would be to have more confidence. Believing in yourself will take you further than you think, and you have to get involved to get results.



“I am constantly looking for the right kind of challenge for me and also think about how I can add flexibility to the business.”

Pam Cole

Tradesperson

“I started my career in Greeting cards over 25 years ago (with some breaks in between) and am now working as a Tradesperson. This is a relatively new role to me, and I am excited to learn as much as possible. In future, I am keen to learn more about other machines and roles within production. It’s fair to say that I really like to learn new things. I am constantly looking for the right kind of challenge for me and also think about how I can add flexibility to the business.”

UK Greetings is a very friendly place to work and within my team, we have a very strong team dynamic, we work well as a team because we recognise the benefit of our different personalities. Not being supported makes me feel frustrated so it is important to me that at UK Greetings, I feel supported by my team and by management to try new things. Being supported gives me

the opportunity to take chances and seek feedback. We have a very clear open-door policy here; managers are always available to offer advice and feedback. Additionally, my colleagues support me daily within my role, particularly when I want to learn new things, they will often take time out to show me how to do something.

At UK Greetings, the training is really good but more than this, you are encouraged to access training including things that you never really thought you could do! Managers are hugely supportive of training, for me, that’s really important.

The best piece of advice I have been given in my career so far, is not to take criticism to heart, it is rarely personal, take it on board and learn from it and come out the other side.

If I had the opportunity to give my younger self some advice, it would be; Don’t underestimate your capabilities and trust yourself. I would also be clear about the importance of getting support from your managers and colleagues, you really don’t have to do things alone, there is always somebody to help you.



“I love the variation that working with people brings, no day is ever the same and this is important to me.”

Laura Roderick

Head of People & Culture

“I have worked for UK Greetings for over 18 years now and I have to say, its gone in a flash! My career here started in 2006 when I joined the business as a HR Advisor. Just as HR has evolved and progressed, I have progressed through traditional HR roles to now being head of our reframed People & Culture team. I can honestly say that I work within a brilliant team. I am exceptionally proud to say that they are knowledgeable, supportive and inspiring. Ultimately my team help me achieve everything I need to within the business, and then some.”

A career in HR was always the right path for me, as a traditional Business Studies graduate, I simply realised that I wanted to work closely with people within a business to support them in everything they do. I love the variation that working with people brings, no day is ever the same and this is important to me.

Working at UK Greetings, I have always been given opportunities to develop both on and off the job. I love the fact that there are opportunities for development available to me on demand but that I can also seek out what I believe might be specifically relevant to me and ultimately beneficial for the business.

Apprenticeships are a huge part of my role and so far, we have seen over 100 apprenticeships through to qualification stage. It's great to be able to provide our colleagues with opportunities. I think that as a mum, I recognise that we all learn so differently and having the right opportunities and support available at the right time really matters. UKG have also leveraged our apprenticeship expertise by helping local businesses in the Kirklees community to access the scheme. An important part of my role at UK Greetings is based on supporting our community, this feels like a really strong part of that.

As a team, we regularly engage with local schools, colleges and Universities to inspire younger generations. We recognise how important our visibility as a positive local employer is and take this role very seriously. Being recognised as Kirklees number 1 employer amongst the top 100 local employers in 2024 means a great deal to us. We know we work hard to be an authentic and useful presence in the community, recognition of this is really meaningful to UK Greetings.

I feel really supported to develop at UK Greetings and I am keen to ensure that the people within our business feel just the same. Thinking about the best advice I would give to my younger self? Follow your passion, do what makes you happy and don't be afraid to push yourself beyond boundaries that might seem scary at first glance but will benefit you in the end. Take every opportunity you can and your journey will get you where you need to be!



“I have always thrived on taking on new challenges because I recognise the opportunity to develop and grow from these experiences.”

Julie Huntington-Dale

Operations Director

“I have been working at UK Greetings for 26 years in different roles right across our business. From managing large teams, change management and global sourcing, every role I have taken at UK Greetings has taught me something relevant and useful to my role today as Operations Director.”

Across the varied functions and roles I have fulfilled, I have always sought opportunities to develop and grow. I have always thrived on taking on new challenges because I recognise the opportunity to develop and grow from these experiences.

Opportunities throughout my career have been plentiful and have included training and development along with key mentoring partnerships. The most important learning from the best mentoring partnerships I have

formed is to always act with integrity and passion and always strive to be better.

Development of my own skills and capabilities is important to me but additionally I recognise that development of my team is vital. I have an exceptionally strong team here at UK Greetings and their development is based on truly valuing and understanding each team member on an individual level to really understand what they need. There are many opportunities for development at UK Greetings and I support and encourage my team members to seek them out.

I am of the firm belief that working at UK Greetings empowers you to define and carve out a great career, you really do have the opportunity to try so many different

functions and access training to support this. In addition to this, we have worked hard to offer a working environment which supports life at all stages.

If I could offer some advice to my younger self and colleagues, I would start with how you learn and develop. Learning new things is hard, especially if you are a very detail orientated person (like me!). As you develop, you begin to realise what you do and do not need to know in terms of detail.

I would also encourage people to have the confidence to go after what you want (and what you want to be developed into). Taking chances which lead to failure is still about development, it might not seem like it at the time but sometimes you have to experience this.





Claire Rusby

HR Director

February 2025

I confirm that the information reported is accurate and meets the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017

