

LAKELAND



Gender Pay Gap Report 2022



Every member of our team is important...

Introduction

With over 50 years' experience specialising in all things cooking and baking, and as experts in innovative cleaning and laundry solutions for the home, we recognise it is the commitment and dedication of our colleagues across the business, alongside the values that we hold dear to our heart, that make Lakeland so special. Trust, service, quality and innovation... they really are much more than just words... they are our essence.

We cherish our essence and our success is founded on our people. Every member of our team is important to us. Our colleagues are at the heart of what makes Lakeland great, and we are committed to the equal treatment of everyone.

As an employer with a 1200 -strong workforce, we have prepared our annual Gender Pay Gap report for 2022 to meet the requirements set out by the government to address the gender pay gap.

We remain confident, as in previous years that our 2022 gender pay gap is not caused by men and women being paid differently to do the same job, but from the structure of our workforce and the proportion of males in very senior roles, including our three family owners. As with most retailers we have a very high proportion of females in front-line roles and we recognise that part of improving our overall gender pay gap is working towards a more equal gender split throughout the organisation.

We will continue to work towards the goal of reducing our gap as far as we can. The reality is there are no quick fixes, however as a business we are committed to this goal.

So what steps are we taking?

- We will continue to focus on ensuring we have an equitable pay and grading structure across the business
- We'll continue to review ways of working and opportunities for flexible working
- We'll continue to develop our leadership team, giving both men and women equal opportunities to grow
- We will continue to listen to our colleagues through regular listening surveys and act on feedback where possible
- And we will continue to identify steps that enable us to improve our results.

I can confirm that the data in this report is accurate.

Steve Knights
Chief Executive



We are all working together...

What's the difference between Equal Pay and the Gender Pay Gap?

When reading this report, it's important to understand the difference between equal pay and the gender pay gap.

Equal pay deals with the pay differences between men and women who carry out the **same** work, **similar** work, or work of **equal value**.

The gender pay gap looks at the **difference between** male and female colleagues' average hourly pay across the whole organisation. It is this difference that creates the pay gap.

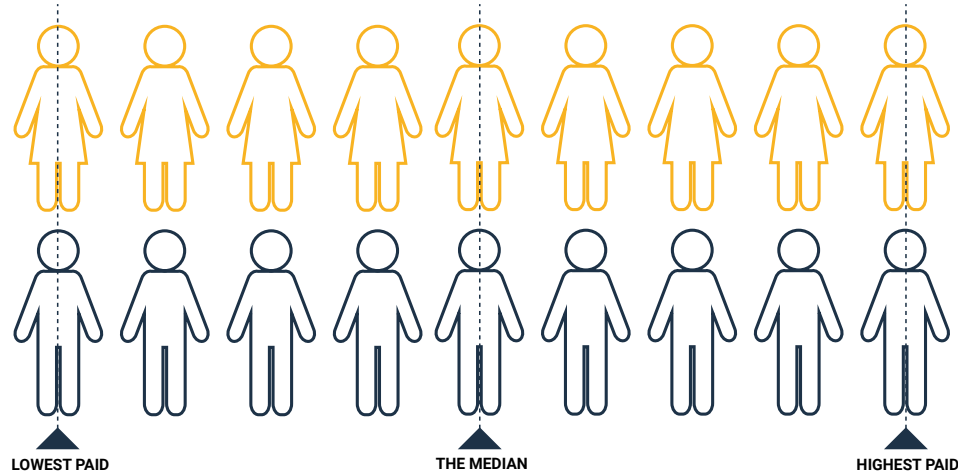
WHAT IS THE MEAN?

The mean figure is reached by adding up all the hourly rates and dividing by the total number of employees to achieve an average difference between the male and female pay rate.

WHAT IS THE MEDIAN?

The median figure is reached by gathering all of the hourly rates in order and selecting the middle figure.

The median gap is reached by calculating the difference between the male and female pay rate.





Our 2022 Gender and Bonus Pay Gap

This data is based on the snapshot date of 5 April 2022. The tables below show the 2022 overall gender pay gap and the gender bonus gap (both mean and median).

The difference between men and women	Mean	Median
Gender Pay Gap	33.9%	6.75%
Gender Bonus Gap	88.31%	60.59%

2022 proportion of male and female employees receiving a bonus	Women	Men
Received a bonus	76.31%	77.94%
Did not receive a bonus	23.69%	22.06%

It should also be noted that the statutory bonus calculation is based on a bonus earnings comparison, and not on the full-time equivalent contracted hours.

Creating a better gender balance...



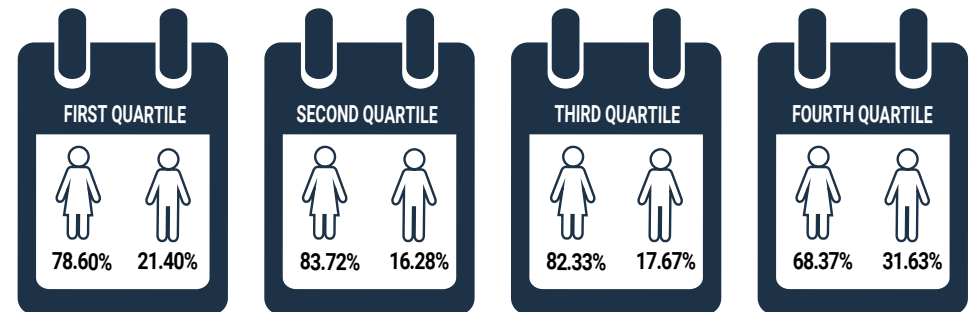


We are committed to closing the gap...

2022 proportion of males and females in each pay quartile

WHAT IS A QUARTILE?

A quartile is created by listing all the rates of pay at Lakeland, from the lowest to the highest. The list is then split into four equal groups and shows the percentage of male and female colleagues in each quartile.





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