

# UK Gender Pay Report 2025

We help everyone enjoy amazing technology.

# Introduction.



**Alex Baldock**  
Group Chief Executive

At Currys, we exist to help everyone enjoy amazing technology. If we're to be for every customer, we must be for every colleague, so we strive to reflect the customers and communities we serve. We do so by building caring and supportive teams, teams where diverse talent is valued, and where all colleagues can thrive in an inclusive culture where they truly belong.

This isn't just the right thing to do - it makes us a better business. It's entirely consistent with always judging talent on merit. It's a major factor in our world class colleague engagement scores, and a big (if unquantifiable) driver of Currys' ever-stronger customer satisfaction and financial performance.

So we intend to stay the course with our inclusion and diversity work. Our Board, our leaders and I are committed to it. We'll keep uncovering and removing barriers to inclusion. We'll keep celebrating our diversity. We'll continue building a Currys that's for everyone.



**Paula Coughlan**  
Chief People, Communications & Sustainability Officer

In the last 12 months we've been developing the Currys People Promise, our commitment to enabling everyone to be successful by offering flexibility, support, and bags of opportunity to work in an amazing team. Living and breathing inclusion underpins this promise.

Our annual Gender Pay Report is a great opportunity to reflect on the wider progress we've made on Inclusion and Diversity (I&D).

Some of the things I am proudest of include:

- Giving more colleagues opportunities to share their views on I&D by integrating our Inclusion Survey with our annual colleague survey.
- Reaching 1800 colleagues through our cohort of four colleague networks.
- Building greater capability through our Inclusive Hiring, Workplace Adjustments and refreshed Dignity at Work training and policies.
- Increasing our profile externally as an employer of choice and exciting career destination for female talent.
- Seeing our efforts recognised externally in the Inclusion in Retail Role models index, and our Channel 4 Diversity in Advertising Award win.

It's reassuring therefore to see a continued reduction of our median gender pay gap to 3.3% this year - significantly below the national average of 13.1%.

You can read more about our wider pay gap measures and I&D initiatives in this report.

# Our results explained.

## Our gender pay gap has reduced since April 2023.

Our mean pay gap has decreased to -0.9%, down from 1.2%. A significant portion of our business pays a standard hourly rate, contributing to our low mean pay gap.

Our median pay gap has also decreased to 3.3%, down from 5.1%, which is well below the national average of 13.1%\*. The median pay gap is influenced by a higher proportion of women in lower pay quartiles and more men in senior positions. Additionally, a significant number of women in our workforce choose to work part-time roles, which are typically associated with lower pay. These factors contribute to the overall gender pay gap.

## Our bonus pay gap has increased since April 2023.

While we have seen positive changes in our pay gap, our bonus pay gap has increased from the prior year, with rises in both the mean and median. This increase was particularly influenced by a special bonus programme introduced for retail managers during the peak trading period, where there is more male representation.

In addition, a significant proportion of our female colleagues work part-time, particularly in our retail teams, where bonus opportunities are typically lower. This creates a bonus gap, even though our colleagues, regardless of gender, are paid the same hourly rate and have access to the same bonus opportunities.

When adjusted for full-time equivalent bonuses, the adjusted median bonus gap is 7.4%.

## Pay Quartiles.

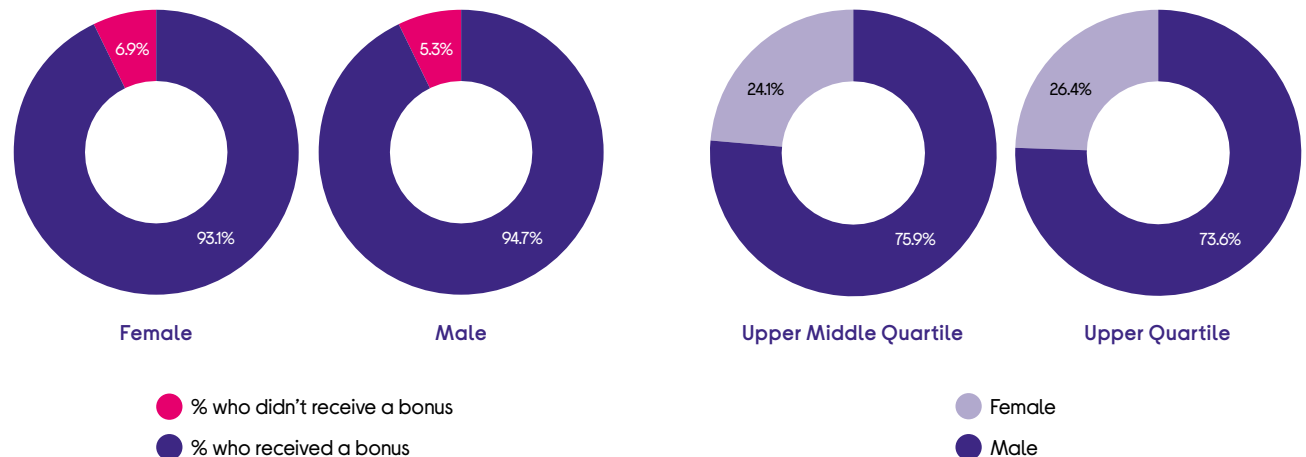
Our workforce is made up of 28% women and 72% men. This year, we have observed an increase in female representation across the business, including in three of our pay quartiles. The growth in female representation in the upper and upper-middle quartiles marks a positive step toward improving gender balance in higher paid positions.

## Gender Pay & Bonus Gap.

Difference between men and women	Mean (average)	Median (mid point)
Gender Pay Gap	-0.9%	3.3%
Gender Bonus Gap	13.7%	43%
Adjusted Bonus Gap (FTE)	8.1%	7.4%

## Pay Quartiles.

These charts show our gender pay results as a percentage of men and women arranged into four quartile bands.

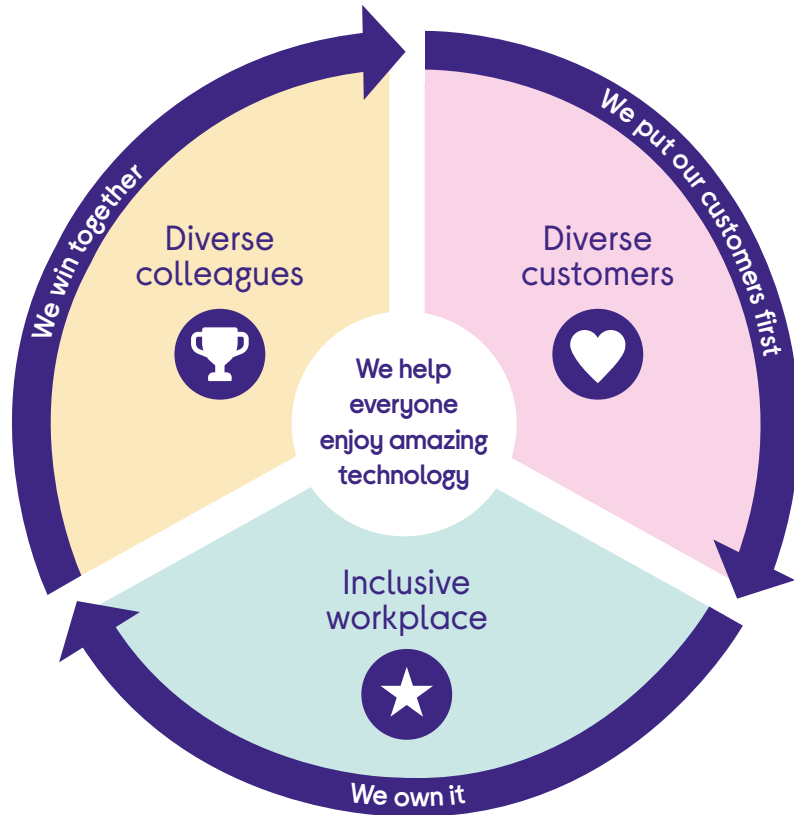


\*Source: ONS Gender pay gap in the UK: 2024

# Inclusion Strategy & Roadmap.

## Our strategy.

We are Currys: Diverse colleagues and customers alike. Excited by our Vision and united by our shared values, we enjoy being part of an inclusive company where everyone belongs, and diversity is our strength.



### Celebrate and value the diversity of our colleagues.

- **Diversity is celebrated** in our open-minded and inclusive culture where everyone belongs.
- We are valued for our **diverse backgrounds and perspectives**, able to be our best and own our part in the company's success.
- We **respect the diversity of others** and work effectively as part of a diverse team through our shared values.

### Reflect and serve our diverse customer base.

- Our colleagues reflect the **diversity of our customers** and communities at all levels of the organisation.
- Our customers get exceptional service from colleagues who understand their **diverse needs and perspectives**.
- Our customers' diverse needs and perspectives are front of mind **wherever we work** in the organisation.

### Build an inclusive workplace.

- Leaders lead from the front as **champions of inclusion** and diversity.
- People managers feel capable and committed to building, growing and **leading their diverse teams**.
- We build **inclusive ways of working** through ensuring policies and processes are free from bias and do not consciously exclude.

## Our partnerships.

We're proud to work with a number of external partners to support our inclusion plans, including everywoman, Business in the Community, Business Disability Forum and Diversity in Retail.



# 2024 I&D highlights.

During 2024 we engaged and involved more colleagues than ever in our Inclusion and Diversity activities.

## Celebrate and value the diversity of our colleagues.

### External recognition – inclusion role models.

In May 2024 we were honoured to have three Currys colleagues included in this year's [Role Models for Inclusion in Hospitality, Travel, Leisure and Retail](#) index for their contributions to inclusion and diversity.

- Sales Colleague, Zoë Martin-Pearce, for her pioneering of both the pride and disability networks at Currys.
- Head of Finance Transformation, Kirsty Littlemore, for her setting up of the Women's Network at Currys
- Currys Group General Counsel and Company Secretary, Nigel Paterson, for his commitment to equity and inspirational inclusive leadership style

*"I consider inclusion and fairness to be the bedrock of a positive, successful organisational culture which serves to attract and retain colleagues and customers"* Nigel Paterson.

### Listening to our colleagues.

This year we integrated our Inclusion Survey into our annual colleague engagement survey (March 2024) enabling us to significantly increase participation from under 5000 to almost 13000 colleagues. Scores continued to increase across all questions showing significant progress in colleagues' perceptions and experiences of inclusion and belonging over the three years we have been gathering these insights.

We saw a similar trend from the previous inclusion survey in the questions which score higher (able to be myself and treated with dignity and respect) and lower (leader's diverse perspectives, visibility and commitment). Confirming that the areas we have previously highlighted as core priorities remain consistent and should continue to inform our Inclusion Strategy refresh and plans.

*"My store is highly inclusive and diverse. I have a good sense of belonging here."* (Survey comment)

*"A "visible commitment" (intent) is definitely being shown, and slowly things are improving. Appreciate this is a long game."* (Survey comment)

## Build an inclusive workplace.

### Building capability – inclusive recruitment.

In July 2024 we rolled out a new Inclusive Recruitment learning module and toolkit for all hiring managers across the business. Recognising how biases can get in the way of inclusive hiring, the module provides educational and practical tips on understanding and avoiding bias to help recruit the best person for the role and team.

### Dignity at Work – focus on sexual harassment.

Our annual all colleague Dignity at Work learning refresh was launched in Autumn 2024 with a focus on sexual harassment in line with the new Worker Protection Act. This was supported by the launch of a new Sexual Harassment Policy which reiterates our zero-tolerance approach to harassment.

### Inclusive Policies – Workplace Adjustments.

Working with our Disability Network, colleague forums and trade unions in October 2024 we introduced a new Workplace Adjustments policy and tools to better ensure those with disabilities can get the support they need to be at their best and thrive at Currys.

### Continued growth of our colleague networks.

During 2024 we completed the establishment of our four colleague networks, each led and supported by co-chairs and committees, with a clear vision, objectives and activity plan.

- Pride at Currys – established February 2021
- Women's Network – established October 2023
- Embrace (Race) Network – launched July 2024
- Disability at Currys Network – relaunched September 2024

With around 1800 colleagues now participating in one or more of our networks, we are seeing a greater level of participation and collaboration across these groups than ever before, helping us better connect colleagues and surface ways we can become an even more inclusive place to work.

*"The network is making such a difference already – really helping to connect, inspire and empower our female colleagues, with the support of some amazing male allies too."*

*"Our networks are helping to create a workplace where everyone feels valued, respected, and empowered to thrive"*

## Reflect and serve our diverse customer base.

### Better serving our disabled customers.

An ongoing area of focus for our retail customer experience strategy in recent years has been disability and accessibility.

Building on the successful pilot and roll out of a daily [Quiet Hour](#) across all our stores in 2023, our Brand and Advertising team realised there was an opportunity to better promote how Currys includes customers with all types of disabilities through our advertising.

*"In the real world, our colleagues help disabled customers every day, bringing to life how the tech we sell can make a real difference, including through the specific lens of peoples' disabilities."* Dan Rubel, Brand and Marketing Director

With input from our Disability at Currys network, the Currys advertising team developed and pitched an innovative advertising campaign for the [Channel 4 Diversity in Advertising Awards 2024](#).

'The Sigh of Relief', which embeds inclusive practices, showcases the relief disabled customers feel when they have their needs immediately understood by Currys colleagues in safe spaces. The campaign was chosen from among 5 finalists as the winner, receiving £1 million of advertising space across Channel 4 to showcase the ad during 2025.

### Looking ahead.

To help us better understand colleague perceptions and day-to-day experiences of inclusion at Currys we engaged an external partner to conduct some in-depth qualitative research in November 2024. Over 250 colleagues participated through leadership interviews, focus groups with colleagues from a range of backgrounds and roles, and a short questionnaire.

This research has helped us pinpoint more specific barriers to inclusion and recommendations for improvements for diverse groups and will feed into our strategy refresh and ongoing action plans as we move into 2025.



# Case study: Widening our reach externally.

During 2024, in addition to our continued efforts to build an inclusive workplace internally, we turned our attention to how we could better promote Currys as an employer of choice externally with a conscious focus on attracting more women into retail and tech careers.

## Women in Business and Tech Expo.

Women in Business & Tech Expo is the industry-leading female led event providing inspiration, guidance, and recruitment opportunities for attendees and opportunities for organisations to showcase their brand and attract more female talent.

At the 2024 event nine brilliant women from across Currys HR, retail and tech teams hosted our stand and had the opportunity to connect with attendees to bring the Currys brand and amazing career opportunities to life.



*"We were blown away by how many great people came to chat to us about working at Currys (we literally had a queue of people waiting to speak to us!)"*

*Vicky Haworth, Senior Talent Acquisition Manager*

## Feature articles and publications.

### Jobs and Careers Magazine.

With a reach of over 1.5 million readers across the education sector, armed forces leavers, outplacement services, parent's networks and retail stores, the Summer 2024 edition of the Karen Brady Jobs and Careers magazine featured a [double page spread](#) on the Power of Inclusion at Currys featuring our growing colleague networks.



**Di Spindley**  
Head of Delivery and Technology Enablement

*"Technology needs a diverse range of people with different viewpoints and backgrounds to thrive. Be resilient, curious and comfortable being uncomfortable. If you are a curious person and have a genuine interest and knowledge, you have the building blocks for success in technology."*



**Philippa Smith**  
Director of Strategic Change

*"It's about taking away the bias against people who haven't followed a traditional path. It's actually something we've been pushing in the last year or so at Currys. We've really encouraged people from our stores to apply for our graduate entry scheme."*



**Nia Williams**  
Head of Strategic Change

*"It's absolutely critical to have people at the top living the values the company is trying to encourage and being vocal. Without that, a manager, a HR department or a marketing team can try as much as they can, but they're never going to get anywhere."*

## Social Recruitment Covenant.

On 6 November 2024 at Westminster's Portcullis House, we joined the official launch of the [Social Recruitment Covenant](#) with a landmark event attended by over 150 employers, government ministers, and members of Parliament from across the political spectrum, to support a commitment to hire people who often face barriers to employment.

Currys was among the first 100 organisations to sign this pledge along with employers like Lidl, Amey, and Openreach, IKEA and Timpson, all committing to recruit from a broader pool of candidates, including those who may not have traditional work experience or qualifications.



*This external pledge reinforces our long-term commitment to inclusive recruitment, training and employment practices which contribute to greater social mobility and economic prosperity in society.*

## Women in Technology features.

To bring to life success stories of Currys women in tech, we worked with IT recruitment agency, [VIQU](#) to develop a 2-part Q&A series with three of our female leaders, Philippa Smith (Director of Strategic Change), Nia Williams (Head of Strategic Change) and Diane Spindley (Head of Technology Delivery).

- [Part one](#) focuses on how our three leaders got started in IT and developed into their current roles, and the ways Currys is facilitating a better gender balance in its tech workforce.
- [Part two](#) looks at ways we can encourage more women and young girls from different backgrounds to get into technology and advice for people looking to enter the industry.

Diane was also profiled in a [Business and Industry article](#) sharing her views on inclusive hiring in the Tech sector.

# Gender Pay Gap explained.

## Gender Pay Gap reporting requirements.

- All companies with 250 or more employees are required to publish their gender pay gap under legislation that came into force in April 2017.
- Employers are required to publish the gap in pay between men and women on both a median basis and a mean basis. In addition, employers are required to disclose the distribution of gender by pay quartile – four groups split and grouped around pay bands, indicating the proportion of men and women in each quartile.
- Employers are required to publish the gender bonus gap between men and women, calculated over a 12 month period. Employers must publish both median and mean pay results.
- Employers are also required to disclose percentages of staff receiving bonuses by gender.

### Important note:

The gender pay gap is the difference between what men typically earn in an organisation compared to what women earn, irrespective of their role or seniority. It is not a measure of Equal Pay – e.g. individual level pay between men and women performing the same or like work or work that has been rated of equal value.<sup>1</sup>

1. Source: Mercer - What the difference is between 'Gender Pay Gap' and 'Equal Pay'.

## Gender Pay Gap.

This is the difference between the hourly rate of pay of men and women, expressed as a percentage of the men's hourly pay rate. The gender pay gap is reported on both a mean (average) and median (mid-point on a distribution) basis.

### The difference between mean and median.

**The mean is the average number.** This is found when all the values are added together and then divided by their total.



**The median is the number in the middle.** This is found when all the values are ordered from lowest to highest and the mid-point is selected.



The mean number can be distorted by extreme numbers, both high and low. This is not the case with the median number.

## Helpful links.

- [Currys 23/24 Annual Report](#)
- [ROI Gender Pay Report 2024](#)
- [Business in the Community](#)
- [Race at Work Charter](#)
- [Everywoman](#)
- [Diversity in Retail](#)
- [Business Disability Forum](#)

This report shows our gender pay gap and gender bonus pay gap for Currys Group Ltd. It has been conducted across 14,416 colleagues.

I confirm that the data in this report is accurate.



**Paula Coughlan**

Chief People, Communications  
& Sustainability Officer