

M&S

# OUR PEOPLE

## PAY GAP REPORT

2025

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# INTRODUCTION

At M&S, we believe everyone can thrive and contribute to the success of our business, helping us to deliver for our customers. We trust in the value of diverse teams and want to create an environment where everyone can succeed.

One of our principles that underpins everything we do is being close to our customers and close to our colleagues, which is why we put the experience of those who work for us and those who shop with us at the heart of everything that we do.

We're lucky to have such passionate colleagues who help us make the right decisions, and tell us when they think we haven't.

Our Business Involvement Group (BIG) plays a vital role in making sure colleagues' voices are heard. BIG gives our people a direct line into decision-making by sharing feedback and ideas with our leadership team - helping us shape policies and plans that work for everyone. It's about creating a culture where colleagues feel empowered to speak up and know sharing their views can make a real difference.

We also have eight colleague inclusion networks, each with ExCo level sponsors, who work with us by elevating the voice

of the communities they represent, and influencing processes, plans and decisions to ensure we're making progress in becoming even more diverse, inclusive and equitable.

We're proud of our people and the progress that we've made but all of us remain focused, as one, on the work we still have to do.

**HAYLEY TATUM MBE**  
CHIEF PEOPLE OFFICER

## AT A GLANCE

Over **60,000** colleagues across the business

More than **66%** of our colleagues are **women**

**56%** of our Senior Leadership population are **women**



"We're here to represent colleagues' voices across the business. We help shape things like retail pay strategy, support performance initiatives and play a key role in shaping our culture. To keep leadership close to what matters to colleagues, We meet regularly with our CEO Stuart, as well as reps from stores, distribution and support centres, and with the Board and ExCo to make sure colleague views are heard at every level."

**Rita Smith,**  
Chair of National BIG



"Our network keeps growing thanks to passionate leads, sponsors and members. We're proud to help M&S take the right steps towards gender equality. We focus on tackling stigma, creating development opportunities and working with other networks to build strong peer support with intersectionality in mind."

**Rachel Pollard,**  
Gender Equality Network Lead



"The menopause network has played such an important role in shaping M&S' approach to supporting colleagues who are experiencing menopause and perimenopause. Achieving the Henpicked Menopause Friendly accreditation has been a highlight and we continue to work to normalise the conversation around menopause and equip line managers to support their colleagues."

**Natalie Thomson,**  
Menopause Network Lead





# OUR UK GENDER PAY GAP

To calculate the gender pay gap information within our report, we have used the pay data from 5 April 2025 for 54,155\* M&S UK colleagues.

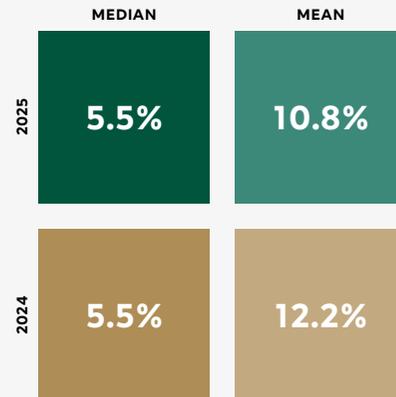
We pay our colleagues according to their role, regardless of their gender. For example, all Customer Assistants are paid the same hourly base rate. However, the pay gap calculations are impacted by how colleagues choose to use the many market-leading benefits we're proud to offer at M&S, including our generous pension scheme.

**Our median pay gap remained the same at 5.5%** due to the number of men and women continuing to earn more due to London rate enhancement, premiums such as keyholding and unsocial, and salary sacrifices such as pension, cycle to work, and tech buy. If we remove all premiums and salary sacrifice elements, **our median gap reduces to 3.1% overall or 0.1% for hourly-paid store colleagues, who make up 81.8% of our colleague population.**

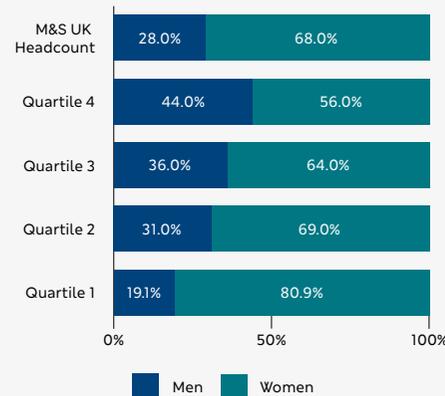
**Our mean pay gap reduced** slightly due to an increase in representation of women in senior leadership roles; however, we continue to see proportionately more high earning men overall.

**Our pay quartiles remained at a similar level** although we have seen a slight increase in the representation of women in our top pay quartile. This top pay quartile spans hourly paid Customer Assistants to our CEO.

## OUR PAY GAP



## PAY QUARTILES



Women make up around 70% of our workforce which was a big driver for us setting out to become a leading employer for all colleagues. Progress highlights include:

- Enhancing our parental leave policies, doubling maternity and adoption leave, tripling our paternity leave and introducing a new neo-natal leave policy.
- Becoming accredited as a Menopause Friendly Employer with Henpicked.
- Achieving the Employers for Carers 'Carer Confident Accomplished' benchmark.

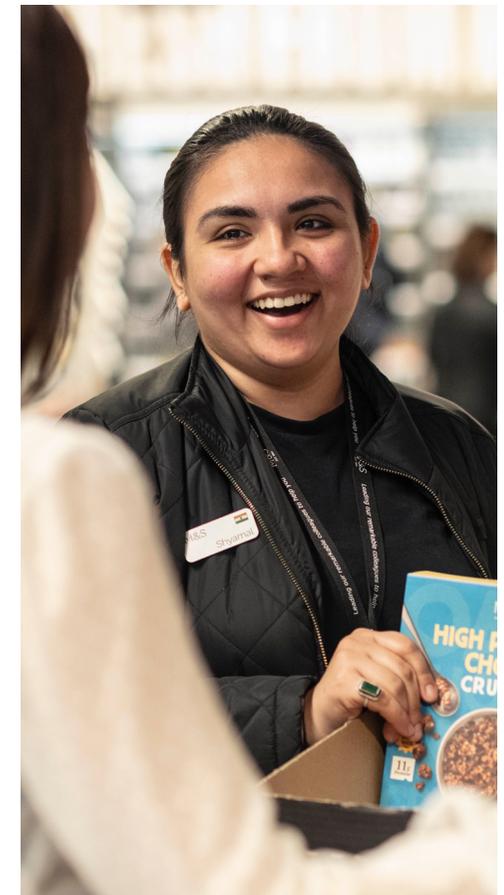
We're pleased to have a positive gender balance throughout our business which makes us a better organisation and is reflective of our customer base. We see this in our talent pipelines too:

- Over 50% of our senior leaders are women.
- Over 50% of store management teams are women.
- Women make up over 70% of our future leader programme cohorts.

We remain focused on understanding the opportunities to improve in the areas where women remain underrepresented and supporting our gender equality network to grow further and have a bigger impact.

This report focuses on pay transparency and fairness across our organisation. It is not an equal pay review, which specifically compares pay for men and women performing the same or similar roles.

We're proud to be recognised as one of **Forbes' Top Employers for Women** for two consecutive years. We've also been named among **LinkedIn's Top Companies** and featured in the **Forbes' Best Employers 2025** - reinforcing our ambition to be one of the UK's most trusted employers.



If we remove all premiums and salary sacrifice elements, **our median gap reduces to 3.1% overall or 0.1% for hourly-paid store colleagues.**

\*Full-pay relevant employees



# OUR UK GENDER BONUS GAP

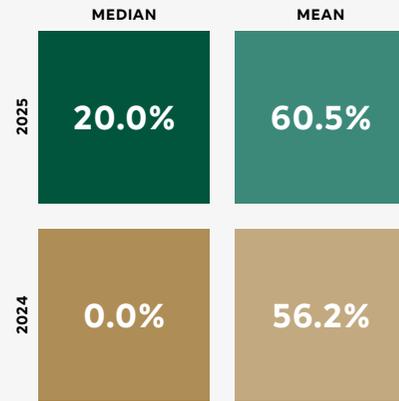
Our bonus pay gap figures reflect bonus payments made in the year to April 2025.

All eligible colleagues at the same job level have equal access to the bonus scheme, following the same rules with the same opportunities.

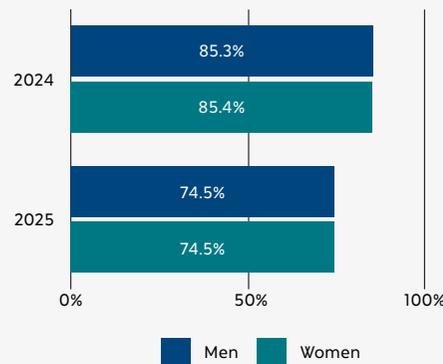
The regulations on gender pay gap reporting doesn't allow pro-rating of bonus paid to reflect part time working. With 76% of women receiving bonus opting to work part time for M&S (vs 56% of men), and this year's store based 'Sharing our Success' scheme being based on contracted hours, the median bonus gap looks much higher. However, if proration of bonuses were allowed, providing a more accurate picture, our median bonus gap would be much lower at 2.6%.

**81.8%** of our colleague population are **hourly-paid store colleagues**, earning the same fixed rates with the same opportunities. This ensures fairness and consistency across roles.

## OUR BONUS GAP



## PERCENTAGE RECEIVING A BONUS



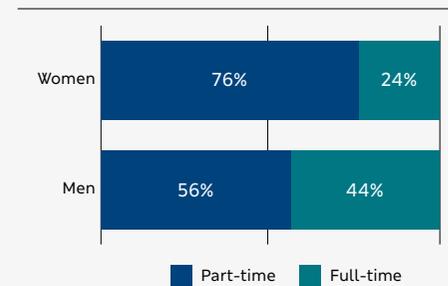
There is no one single reason for the bonus gap at M&S, nor evidence of bias. Our analysis suggests there are several contributing factors stacking up to create our 60.5% mean gap, including:

- More men amongst the top earners than women.
- Higher proportion of women opting to work part time.

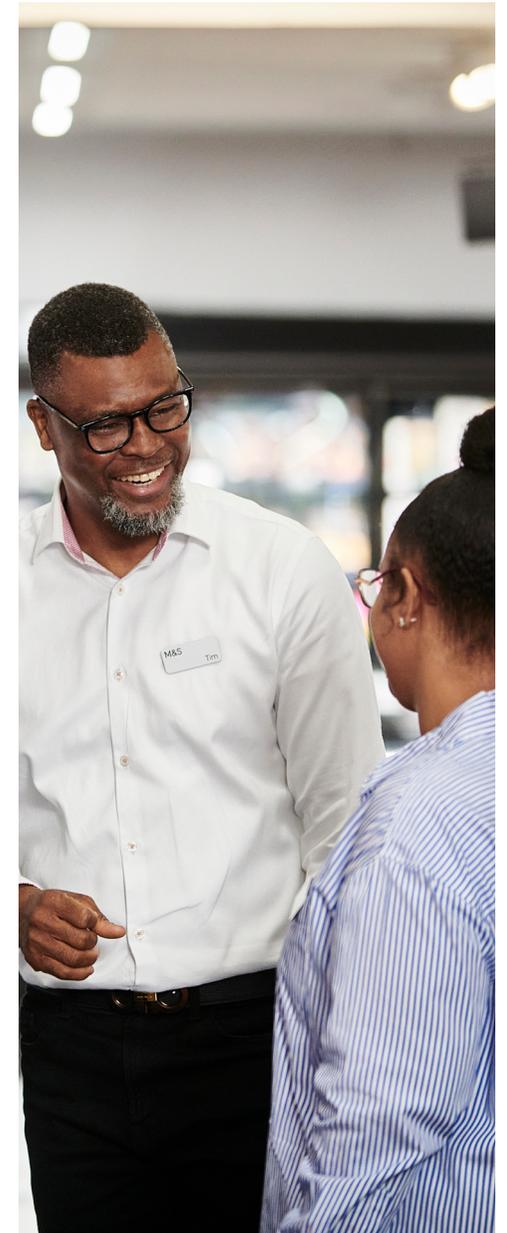
We expect to see our bonus numbers vary year to year based on M&S performance outcomes.

The proportion of both men and women earning a bonus has reduced due to changing eligibility thresholds and an increase in governance during the snapshot year.

## PART-TIME AND FULL-TIME COLLEAGUES



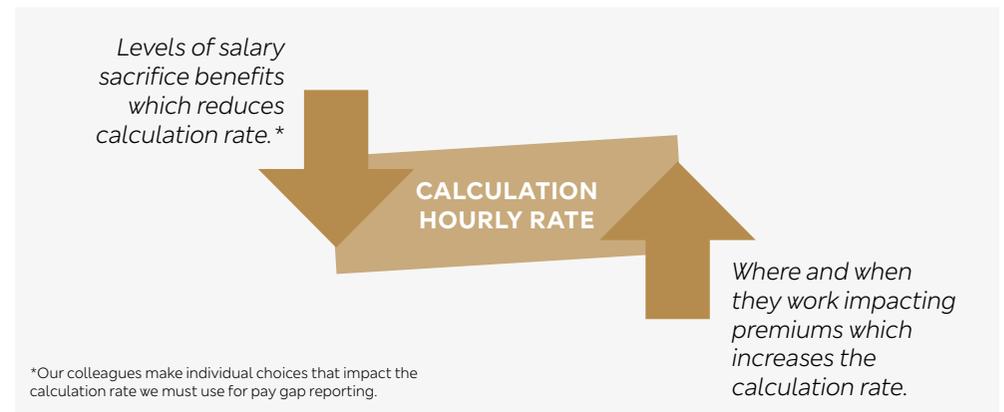
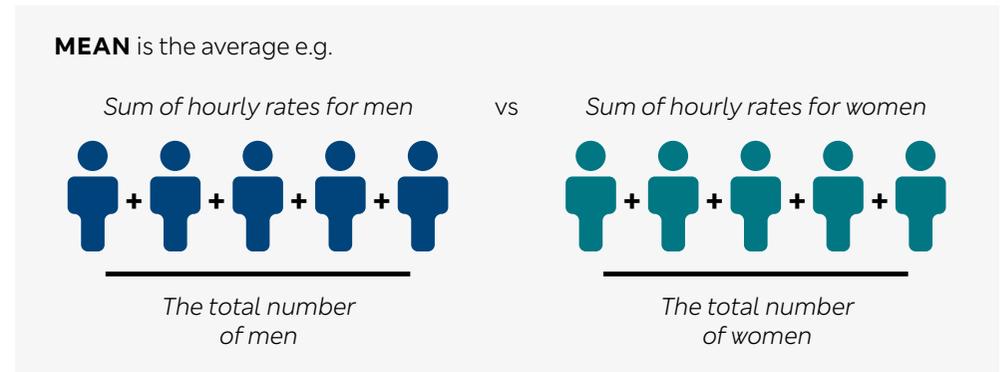
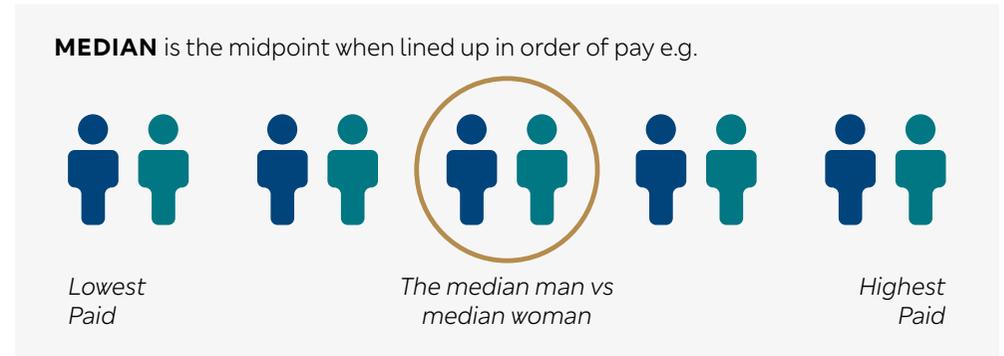
Through our policy, **Worklife**, we offer flexible working in-store for Retail Managers (of which 60% are women) with a choice of a four-day compressed week or nine-day compressed fortnight. Worklife is designed to help women stay in the workforce and progress their career at M&S.





# UNDERSTANDING THE PAY GAP CALCULATION

<p><b>Gender Pay Gap</b></p>	<p>The gender pay gap shows the difference in average hourly earnings between men and women across the business, regardless of their roles. It is not the same as equal pay, which is instead about how much men and women are paid for doing the same or similar work that's considered of equal value.</p>
<p><b>Gender Bonus Gap</b></p>	<ol style="list-style-type: none"> <li>1. The difference in the median bonus paid to men and women.</li> <li>2. The difference in the mean (average) bonus paid to men and women.</li> </ol>
<p><b>Percentage of men and women to receive a bonus</b></p>	<p>The percentage of men and women who received a form of bonus payment for the 12 months to April 2025.</p>
<p><b>Pay Quartiles</b></p>	<p>The percentage of men and women in 4 equally-sized groups, ranked from highest to lowest hourly paid.</p>
<p><b>Full-Pay Relevant Employees</b></p>	<p>These are colleagues that are receiving their full basic pay during the pay period. Colleagues that are not considered to be full-pay relevant employees include those on maternity/ adoption leave, those on career break, and those on special leave.</p>





# OUR BENEFITS



WELLBEING  
HUB



GIVING BACK



PAY



COLLEAGUE  
DISCOUNT



TIME OFF



BONUS



LIFE  
ASSURANCE



WORKPLACE  
SAVINGS



MY CHOICES



CYCLE TO  
WORK



SMART TECH



FAMILY FRIENDLY  
POLICY

## Available to all.

*Eligibility criteria applies.*

We regularly review competitor reports to understand market trends and ensure our approach to colleague pay and benefits remains competitive.

To find out more about life at M&S and our benefits, click [here](#).

In 2024, we announced our **biggest-ever investment in pay and family leave policies**, reinforcing our ambition to be the most trusted employer. As part of this, we **doubled** maternity and adoption leave and increased paternity leave, making us one of the **first major retailers** to introduce six months fully paid maternity and adoption leave and offer six weeks fully paid paternity leave. These changes ensure colleagues have more time to focus on what matters most and **reflect our commitment to supporting families** through life's big moments.

