

FATFACE

Gender pay gap reporting 2025

Background

The UK government introduced a legal requirement under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, that from 2018 onwards, companies with over 250 employees were required to disclose their gender pay gap on an annual basis.

This report is based on a snapshot of employees and earnings data as at 5 April 2025. During this period, our employee population consisted of 1,866 employees, with a gender split of 294 males and 1,572 females.

Our pay gap

Our mean and median pay gap differences between men and women are 14.73% and 7.17%, respectively.

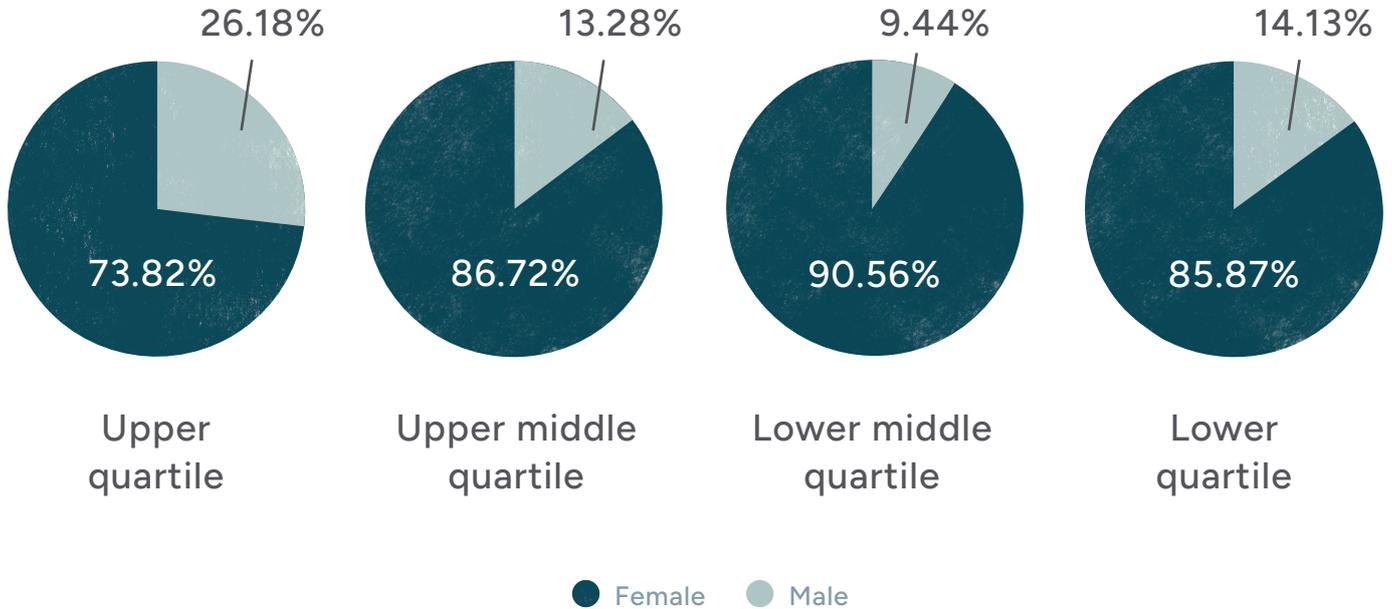


Both our mean (14.73%) and median (7.17%) pay gaps saw a decrease against the prior year, when the mean was 15.23%, and the median was 9.98%. One explanation for the slight decrease from the previous year is that 1 male director left the business at the end of 2024. In addition, we have also been making great progress in raising awareness of gender equity across our workplace. Whilst this decreases the overall gender pay gap at FatFace, a gap still exists.

As a retailer, the largest proportion of our staff are our retail colleagues who work in our stores. We believe that the median pay gap provides a more representative picture as it is not as influenced by the outliers in the data set and is reflective of the position of this main group of employees.

Pay quartiles

In line with regulations, we have also set out the gender distribution across four equally sized quartiles based on pay range.



	Upper Quartile	Upper Middle Quartile	Lower Middle Quartile	Lower Quartile
Mean Average Pay	11.30%	1.36%	0%	-0.78%
Median Average Pay	2.41%	0.17%	0%	-0.09%

Above is a table that shows the Mean and Median pay averages for each individual Quartile. Our biggest gaps are in the Upper Quartile, but in comparison, the gap is minimal in the other 3, with the Lower Quartile being in favour of women.

The quartile charts show the proportion of men and women in each pay quartile at FatFace. The proportion of men in our Upper, Upper middle and Lower quartile have decreased, with the Upper Middle Quartile receiving the biggest decrease of 7.44% (20.72% to 13.28%). We have therefore also seen an increase in the proportion of women in all our quartiles as well, with the biggest increase (13.62%) occurring in the Upper Quartile (60.20% to 73.82%).

The gender pay gap differs from equal pay as it is not exclusively about men and women doing the same job and being paid differently. The gender pay gap refers to the difference in average earnings, considering all jobs, at all levels, and all salaries. We undertake reviews of pay components across our workforce to ensure men and women are being paid fairly for equivalent roles.

Our pay gap is due to several factors, one of which is that there is a smaller proportion of men in lower-paid roles, even though overall we have a higher proportion of women in our workforce.

Our bonus gap

In addition to disclosing our gender pay gap, we are also required to disclose our gender bonus gap. Our mean and median bonus gap differences are 72.28% and 0%.

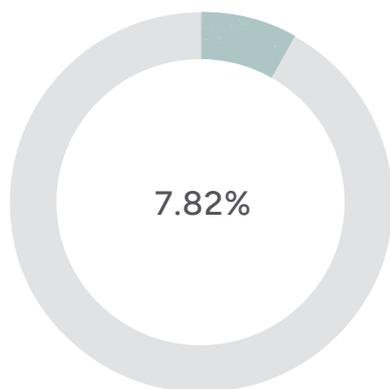


Our mean bonus gap (72.28%) has increased against the prior year, whereas our median bonus pay gap decreased and now shows no gap in bonuses being paid to men and women for 2025..

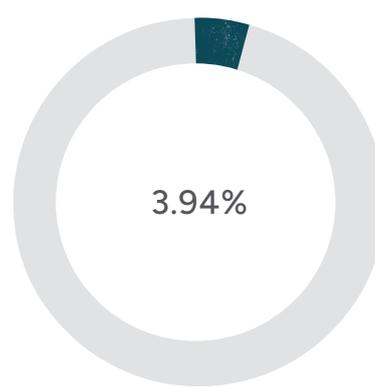
Bonuses in our 2024 gender pay gap report were awarded to colleagues in the Distribution Centre as peak-season incentives, colleagues involved in key project delivery and to store management for exceptional performance throughout the year. In total, 427 colleagues received a bonus in 2024.

Bonuses in our 2025 gender pay gap report were awarded for key project delivery and store management for exceptional performance during the peak trading period. In total, 85 colleagues received a bonus in 2025 (62 females and 23 males).

As such, any gap that exists is because bonuses were not paid out to the majority of retail colleagues, of whom the majority are females. Male bonuses were also driven by bonuses relating to Project work for the transition of systems to Total Platform.



● Proportion of Male staff receiving a bonus



● Proportion of Female staff receiving a bonus

Alongside the bonus gap disclosures, we report the proportion of men and women who received a bonus. In the 2025 pay period, the proportion of both men and women receiving a bonus decreased compared to the previous year. This is largely due to significantly fewer bonuses being awarded overall compared to the prior year.

Commitments to support our workforce

Our gender pay gap has decreased for the second consecutive year, reflecting the progress we're making in raising awareness of gender equity across our workplace. A key driver of this improvement has been the enhancement of our family-friendly policies. In November 2024, we introduced an enhanced maternity leave policy that provides colleagues with at least two years of service access to payments above the statutory rate. Alongside this, we've strengthened support for new parents through our colleague network groups and the relocation and refurbishment of the breastfeeding room at our head office.

FatFace is also proud to achieve B Corp recertification at the end of 2024 for another three years, whilst also improving our score from 80.4 to 89.1 and continuing to progress in how we operate. The B Corp framework assesses organisations across key areas, including governance, workers, community, and customers, with a strong focus on fair pay, inclusive policies, workplace equity, and transparency.

Last year, we introduced our Women in Leadership Level 5 apprenticeship, for women to build confidence, develop leadership skills, and support progression. Since completing the programme, three participants from the initial cohort of ten have successfully advanced into more senior roles across the business.

These outcomes highlight the positive impact of this targeted development initiative in supporting internal progression, strengthening our female leadership pipeline, and contributing to the long-term reduction of gender disparity and our gender pay gap.

Looking ahead for the future

FatFace remains firmly committed to driving meaningful progress on our gender pay gap. We will continue to invest in the development of our colleagues, ensuring they have the skills, confidence, and opportunities needed to advance their careers. This includes ongoing learning in key areas such as equity, diversity and inclusion, and inclusive leadership.

In addition, we will further strengthen our focus on internal mobility, ensuring that clear, accessible pathways for progression are in place across the business. By supporting fair and transparent growth opportunities for all colleagues, we are taking proactive steps to build a more inclusive, equitable workplace for the future.

A handwritten signature in black ink, appearing to read 'Joanne Wilson', with a stylized, looped initial 'J'.

Joanne Wilson, People Director

FATFACE

Gender pay gap reporting 2024

Background

The UK government introduced a legal requirement under The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, that from 2018 onwards companies with over 250 employees were required to disclose their gender pay gap on an annual basis.

This report is based on a snapshot of employees and earnings data as at 5 April 2024. In this period our employee population was 2,105 employees with a gender split of 404 males and 1701 females.

Our pay gap

Our mean and median pay gap differences between men and women are 15.23% and 9.98% respectively.

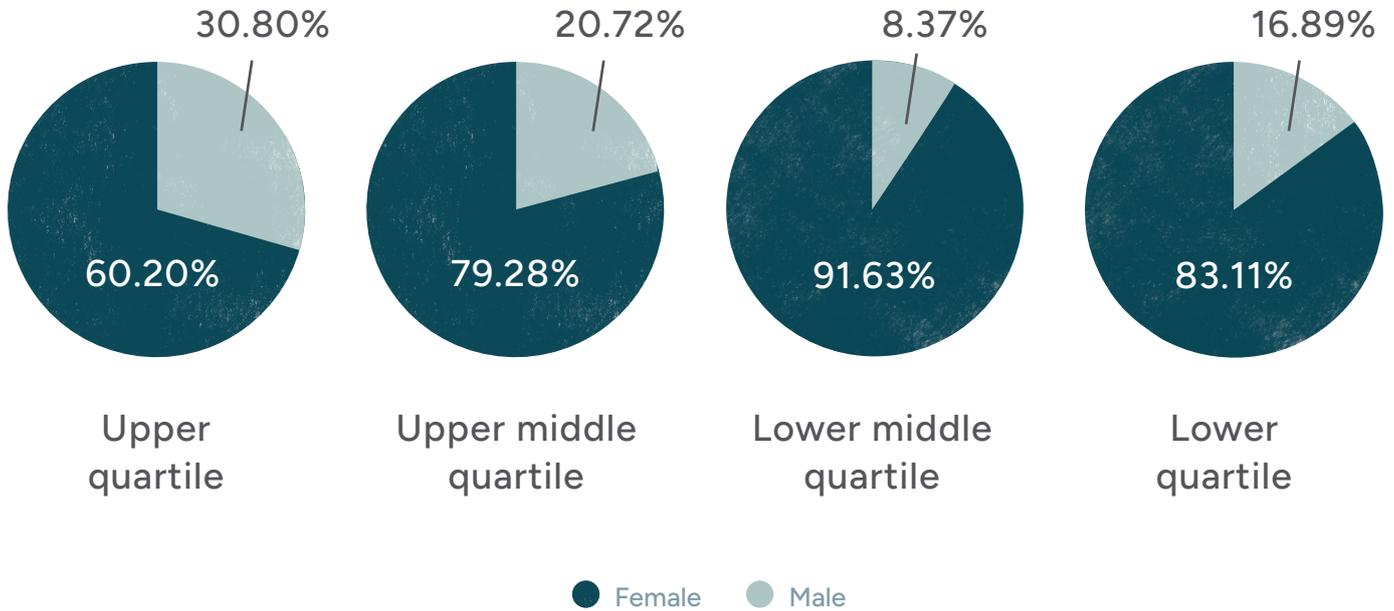


In line with the regulations, we have also set out the gender distribution across four equally sized quartiles based on pay range.

Both our mean (15.23%) and median (9.98%) pay gaps saw a strong decrease against the prior year when the mean was 22.7% and the median was 18.6%. One explanation for this is the promotion of 3 senior female leaders into Director positions and 1 senior male leaving the business. Whilst these promotions closed the gap quite considerably, the gap remains in favour of men.

As a retailer, the largest proportion of our staff are our retail employees who work in our stores. We believe that the median pay gap provides a more representative picture as it is not as influenced by the outliers in the data set and is reflective of the position of this main group of employees.

Pay quartiles



These charts show the proportion of men and women in each pay quartile at FatFace. The proportion of men in our Upper Quartile has decreased slightly since 2023 (31.6% vs 30.8%) and we saw a slight increase in our Lower Quartile compared to the prior year (14.4% vs 16.89%). In addition, there has been relatively no change to the proportion of men in our Lower Middle Quartile (8.4% vs 8.37%) and Upper Middle Quartile (20.7% vs 20.72%) compared to 2023. The gender pay gap differs from equal pay as it is not exclusively about men and women doing the same job and being paid differently. The gender pay gap considers the difference in average earnings, considering all jobs, at all levels and all salaries. We are confident that men and women who work for us are being paid fairly for equivalent roles and undertake reviews of pay and components across our workforce to monitor this.

Our pay gap is because of several factors, one of which is that there are a smaller proportion of men in lower paid roles, even though overall we have a higher proportion of women in our workforce.

Our bonus gap

In addition to disclosing our pay gap, we are also required to disclose our bonus gap. Our mean and median bonus gap differences are 54.38% and 16.67% respectively.



Both our mean (54.38%) and median (16.67%) bonus gaps have increased against the prior year. The majority of our bonuses in our 2023 gender pay gap report were a result of reinstating a bonus scheme for Head Office colleagues and also supporting them through the cost of living crisis by providing cost of living bonuses, recognising company performance, as well as personal performance. This was awarded to 700 people in total.

FatFace was acquired by NEXT in October 2023, which resulted in additional bonuses being paid in the 2024 reporting period, relating to the completion of the sale. In addition, bonuses were paid out to colleagues working in the Distribution Centre as an incentive over peak season. Store bonuses were also awarded to management throughout the year. By contrast, in 2024 bonuses were paid to 427 people in total.

As such, any gap that exists is because bonuses were not paid out to the majority of retail staff, of which majority are females. Retail staff are incentivised through other non-financial rewards.

Accompanying bonus gap disclosures is the proportion of men and women who get paid a bonus. This gap has decreased since the prior year, which can be explained by significantly less bonus' being awarded compared to the previous year. In particular, there were no cost-of-living bonuses made within the 2024 reporting period.



● Proportion of Male staff receiving a bonus



● Proportion of Female staff receiving a bonus

Commitments to support our workforce

We are proud to be making positive movement this year and closing our gender pay gap in some areas, particularly focusing on decreasing the mean and median percentages. 2023 saw the sale of the business to NEXT and with this came a level of business change including, outsourcing of our Distribution Centre, Customer Support Centre and some of our Digital team, along with a change of product systems and tills. Despite significant change, we have continued our work across several equality and diversity initiatives throughout the business.

We introduced a Women in Leadership Level 5 apprenticeship, which is designed by women for women to build confidence and skills and give tools to be able to thrive in leadership roles. In conjunction with this program, 30% of our recruitment offers made in 2024 were to internal applicants, highlighting our commitment to career development and growth within our business. As a result of internal progression, the majority of our Board of Directors is now female, reflecting the gender composition of our customer base, which is also predominantly female-led. With the success of the Women in Leadership Program already evident in participation numbers, we are hopeful that more women will choose to advance in their careers by developing their leadership skills.

In addition, our dedication to sustainability continues to grow with achieving our full B Corp status in April 2024. This means that as a company, we meet the high standards of social and environmental performance, accountability and transparency, to be awarded with this accolade. Being a B Corp company means that we balance profit with purpose, making decisions that benefit not only the company, but also the wider community and the planet, whilst signifying our commitment to sustainability and social responsibility. FatFace has remained dedicated to enhancing gender diversity throughout the company and is committed to investing in frameworks that raise awareness of gender issues in the workplace while encouraging open dialogue. We have continued to expand our networking groups with the introduction of our menopause support group, to create a safe space for those going through the menopause to connect, share experiences, and support one another.

Furthermore, in 2023, we launched our Period Positive Workplace Policy to help create a culture that supports menstrual wellbeing in the workplace. The policy involves partnering with an award winning, ethical brand to launch free period products for our employees. We also facilitated multiple female specific events/sessions throughout the year, such as TED talks on gender equality in leadership, and female discussion groups with our Senior Leadership Team.

Looking ahead for the future

FatFace will continue to make further strides in equity, diversity and inclusion by reviewing family friendly leave policies, developing an enhanced maternity leave policy to better support our colleagues on maternity leave, recertifying our B Corp status for another three years, and beginning the journey to create and implement an EDI strategy built for purpose with metrics to measure success. Education will also be a big focus for FatFace next year, developing more content around topics such as inclusive leadership, neurodiversity, and using inclusive language through our Thrive learning platform. Extending this through to induction, ensuring all new Crew to the business are completing a level of equality and diversity training from the beginning.

We are also committed to reviewing our bonus scheme ensuring it is fit for purpose to reward our colleagues correctly and make steps towards closing our bonus gap.



Joanne Wilson, People Director



Will Crumbie, CEO

FATFACE

Gender pay gap reporting 2023

The BACKGROUND

The UK government introduced a legal requirement under The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, that from 2018 onwards companies with over 250 employees were required to disclose their gender pay gap on an annual basis. The requirement to report was delayed in 2021 as a result of the Covid 19 global pandemic.

This report is based on a snapshot of employees and earnings data as at 5 April 2023. In this period our reportable employee population was 2,031 employees and the gender split is 381 males, 1650 females.

Our PAY GAP

Our mean and median pay gap differences between men and women are 22.7% and 18.6% respectively. This reflects a pay gap in favour of men.



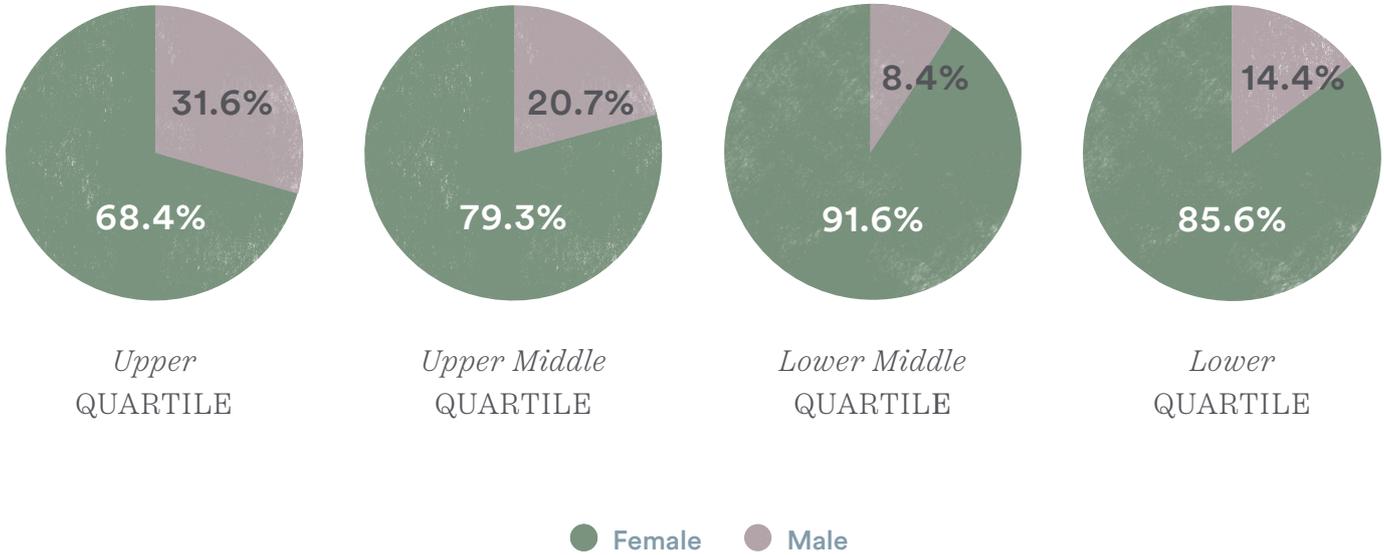
● Mean ● Median

In line with the regulations, we have also set out the gender distribution across four equally sized quartiles based on pay range.

Both our mean (22.7%) and median (18.6%) pay gaps saw an increase in the Gap in favour of men against the prior year. During the period, the business was led by a male CEO and the operating board comprised of 4 males and 3 females.

As a retailer, the largest proportion of our staff are our retail employees who operate our stores. We believe that the median pay gap provides a more representative picture as it is not as influenced by the outliers in the data set and is reflective of the position of this main group of employees. The employees that fall into the median are our hourly paid retail staff, where our employees are paid at the same hourly rate.

Pay QUARTILES



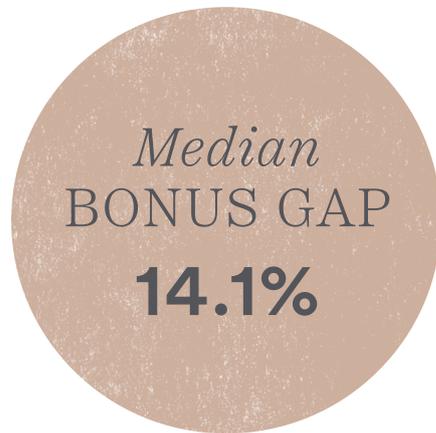
These charts show the proportion of men and women in each pay quartile at FatFace. The proportion of men in our Upper Middle Quartile has decreased slightly since 2022 (20.7% vs 22.3%) and we saw an increase in our Upper Quartile compared to the prior year (31.6% vs 25.5%), whereas there has been a reduction of the proportion of men in our Lower (14.4% vs 12.6%) and Lower Middle (8.4% vs 18.5%) quartiles compared to 2022.

The gender pay gap differs from equal pay as it is not exclusively about men and women doing the same job and being paid differently. The gender pay gap considers the difference in average earnings, considering all jobs, at all levels and all salaries. We are confident that we do not have an equal pay issue and undertake reviews of pay and components across our workforce to monitor this.

Our pay gap is as a result of a number of factors, one of which is the fact that there are a smaller proportion of men in lower paid roles, even though overall we have a higher proportion of women in our workforce.

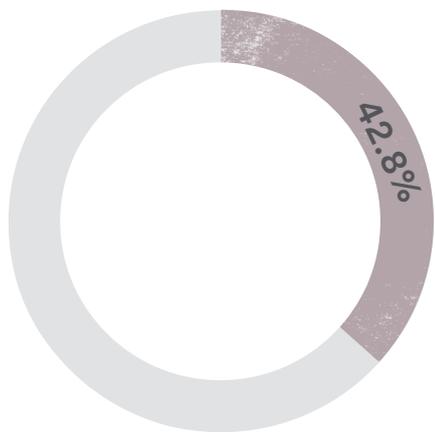
Our BONUS GAP

In addition to disclosing our pay gap, we are also required to disclose our bonus gap. Our mean and median bonus gap differences are 15.8% and 14.1% respectively.

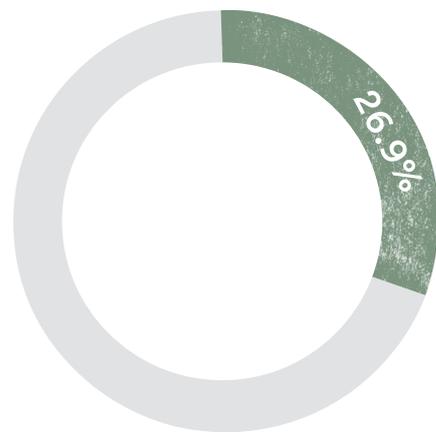


Both our mean (15.8%) and median (14.1%) bonus gaps have increased against the prior year. The majority of our bonuses in 2022 were paid to our Store Managers and workers in our distribution centres, reflecting store performance and peak incentives. This was 386 people in total. In 2023, FatFace introduced a cost of living bonus for Head Office colleagues, along with additional bonuses for both Head Office and store colleagues. By contrast, in 2023 bonuses were paid to 700 people in total. These bonuses reflected company performance as well as personal performance. As such any gap that exists within our Head Office and Management population is largely indicative of the performance of the individual and/or their team.

Accompanying bonus gap disclosures is the proportion of men and women who get paid a bonus. This gap has increased since the prior year, which can be explained by the addition of Head Office bonuses being paid.



● Proportion of Male staff receiving a bonus



● Proportion of Female staff receiving a bonus

Looking ahead
AND OUR
COMMITMENTS
to support our
workforce

2022 saw completion of our biggest IT project to date. Enabling us to bring business efficiencies and streamline working practices.

Looking forward, our sustainability journey continues today. We're committed to doing better, and we promise to make the best choices for our product, our planet, and our community. This includes continuing our journey to becoming a B Corp. As part of this, we continue to improve our equality and diversity practices across stores and head office to enable our colleagues to bring their true authentic selves to work.

FatFace is actively focussing on what needs to be done to improve gender diversity across the whole company and continues to invest in frameworks aimed to build awareness of gender in the workplace and open the conversation. As part of this, we have launched a parent networking group, enabling us to organically enhance contact and communication to those out of the business on family friendly leave but also connect those juggling the work life with family life at home. This has created a supportive environment where parents can seek support and advice freely.

In addition to this, we have launched a series of policies that are focussed on inclusivity. These included fertility treatment, pregnancy loss, and menopause policies. These aim to support gender in the workplace, levelling the playing field and making it more accessible for women.

FatFace will also continue to scrutinise our hiring and internal promotion processes (both internal and external) to make sure diversity and inclusion are at the heart of our business and that our senior leadership roles are representative. We are continuing to implement new diversity and inclusion initiatives to further our goal of an all-round supportive and inclusive environment as an employer our staff can be proud to be part of. This year, our focus will be on securing B Corp status, taking steps to becoming a period positive workplace as well as a launch of an internal Female Leadership Program.



Will Crumbie, CEO