

# Ann Summers

**GENDER PAY GAP REPORT 2025**

# INTRODUCTION.

**This report sets out our annual gender pay gap data and what it tells us about pay, progression and opportunity at Ann Summers.**

**The gender pay gap shows the difference in average hourly pay between women and men and reflects how roles and progression are distributed across a business.**

**While reporting is a legal requirement, its real value is transparency. It helps highlight progress, gaps, and where action is needed.**

**As a brand built on female empowerment, we share this data because understanding it matters. It shows where we're making progress, where more focus is needed, and how we can continue to create real opportunities for people to grow and succeed.**

**Transparency keeps us accountable. Our gender pay gap isn't a headline or a tick-box exercise. It's insight that shapes our decisions and drives meaningful, long-term change as we build a fairer, more inclusive future.**

# EXECUTIVE SUMMARY.

Our 2025 gender pay gap data shows continued progress in how pay and opportunity are distributed across Ann Summers.

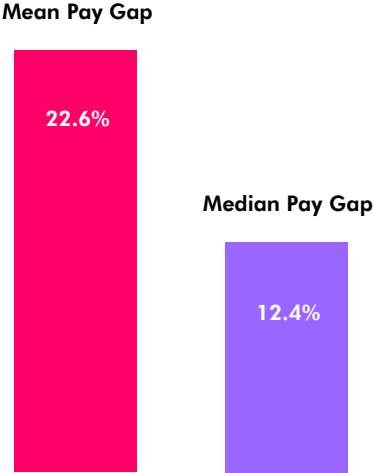
In 2025, our **mean gender pay gap is 22.6%, representing a 10.2% improvement** compared to 2024. This reflects positive movement in female representation within higher-paid roles. Our **median gender pay gap is 12.4%, remaining unchanged** year-on-year, highlighting that sustained action is still needed to shift progression across the middle of our pay structure.

Encouragingly, **female representation in our upper pay quartile increased by 11.8%, with further growth in the upper-middle quartile** - this shift indicates more women progressing into higher-paid roles.

Overall, the 2025 data demonstrates momentum in the right direction. It reinforces the importance of our continued focus on progression, development and inclusive leadership to drive meaningful, long-term change.

# OUR RESULTS.

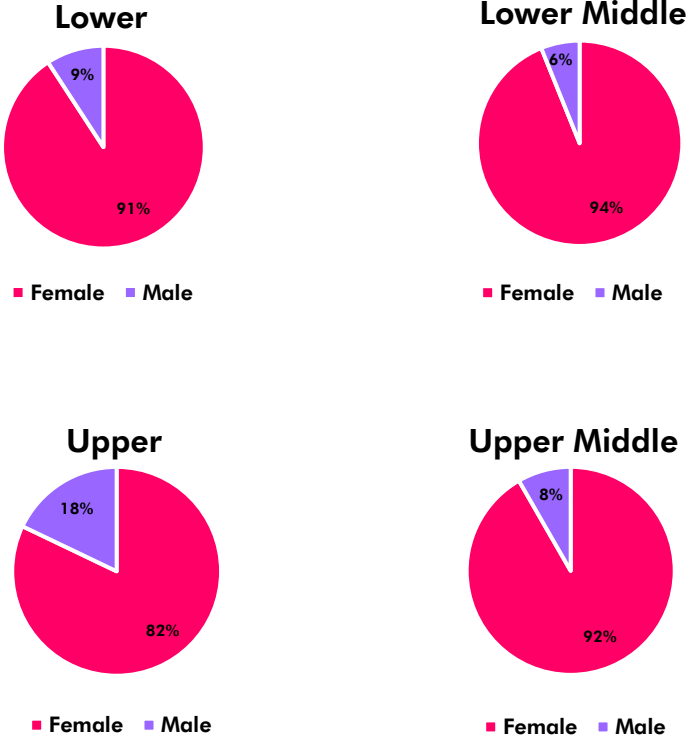
## MEAN/MEDIAN FIGURES



## BONUS PAY

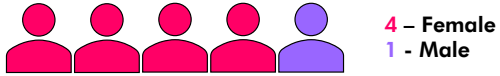
Female	4%
Male	4%
Mean	-23.3%
Median	-16.7%

## PAY QUARTILES

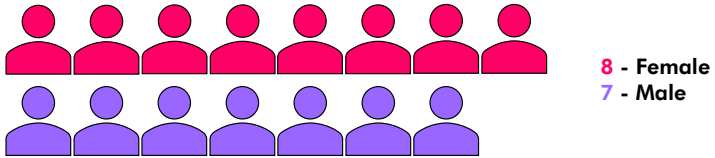


# BUSINESS SNAPSHOT.

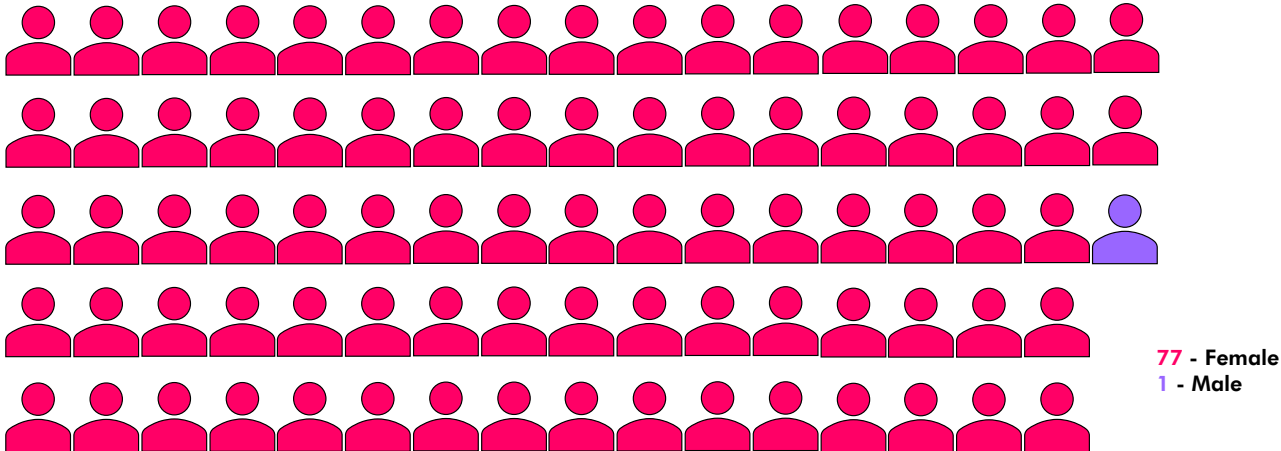
## Our Board Members



## Our Senior Leadership Team



## Our Store Managers



## HEADLINES



We have women leading the following departments; Buying and Merchandising, Brand Communications, Third Party and Digital Trade, Retail, Legal, Property, People and Development, Talent, Engagement and DEI.



8 female colleagues across our business successfully completed apprenticeship programmes, gaining Team Leader or Data Technician qualifications.



14 female colleagues graduated from our internal retail development programme, Step Up - readying them for progression into more senior roles.

# STRIVING FOR INCLUSION.

## STEP UP PROGRAMME

Designed to help colleagues grow, progress and step confidently into their next role. By investing in development and potential, we're building a strong, inclusive pipeline of future leaders in Retail.

## EARLY CAREERS PROGRAMME

Supporting, developing and nurturing emerging talent through structured learning, hands-on experience and meaningful support. Building confidence, capability and clear pathways for their future career.

## RECOGNITION

Our recognition proposition is broad in scope, from everyday wins to career milestones, and reward colleagues who make a real difference through their commitment, impact and values-led behaviours.

## DEI COLLABORATIONS

Our work with Stonewall and Diversity in Retail, as well as our internal Strive team, strengthens understanding, and influences best practice to embed diversity, equity and inclusion across the business.

## CHARITY PARTNERSHIPS

Through our work with Breast Cancer Now and The Retail Trust, we help raise awareness, provide vital support and contribute to causes that are aligned to our ethos, and have a meaningful impact on people across our business and industry.

## DATA-LED FOCUS

We use data and insight to track progress, understand impact and focus action where it matters most. Our gender pay gap data, DEI insights and colleague survey feedback, help shape priorities and drive positive change.

# CELEBRATING SUCCESS.



**Retail Week Awards 2025 nomination for 'Digital Excellence', in recognition of our Knickerbox.com launch, a project spearheaded by a female Sponsor**



**Our female-led Business Change team progressed as Team of the Year finalists at the PIRA 2024 awards**



**Middle East expansion project delivered through the leadership of our female International and Third Party Lead**



**'Best Team' nomination at the Retail Bulletin Awards**



**Our CEO, Maria Hollins, was invited to be a judge and speaker at numerous events including Retail Week Awards 2025, People in Retail Awards 2024 and the Retail Technology Show 2025**

# FUTURE FOCUS.

- **Introduce a leadership programme to support colleagues, particularly women, to develop the skill and behaviours to grow into leaders of the future.**
- **Guide more colleagues into apprenticeship programmes, equipping them with the technical expertise and qualifications to further their career within their specialist field.**
- **Embed DEI through learning and education, building on DEI training for all colleagues to strengthen understanding, challenge bias and ensure our Always Inclusive values are lived every day.**
- **Increase visibility of role models and success stories, continuing to shine a light on female leaders and teams across the business, to reinforce what progression looks like and the opportunities for growth and development**
- **Remove barriers to progression by reviewing roles, succession plans, flexibility, internal assessment processes to ensure they support progression for people at different life stages and circumstances.**
- **Review reward and recognition to ensure this supports fairness, equity and reflects the market and the colleague contribution.**
- **Further build on our external partnerships and leverage the insights, guidance and tools to benchmark progress, take influence from best practice and challenge activity to drive positive change.**
- **Use data to track progress and drive action, including DEI and Engagement surveys, Gender Pay Gap report, external data - using this to shape priorities, track progress and focus efforts where they'll have the greatest impact.**