



Diversity and inclusion report 2024

Bringing together our uniqueness



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Introduction

At The Very Group, our unwavering purpose is to help families get more out of life. It's the talent, energy, and passion of our colleagues that enables us to deliver on this promise for our customers. We want our people to get more out of life too. They're the heartbeat of our business and fostering a workplace where everyone has opportunities for growth, can show up as themselves and feels valued and rewarded is integral to our success.

This year brings both challenges and opportunities for our customers, colleagues, and business. From navigating economic changes to harnessing technological advancements, we're operating in a pivotal time. Despite these complexities, our commitment to diversity and inclusion remains.

While we recognise that meaningful change takes time and effort, we're proud of the progress we've made. This report highlights our achievements, including improved data collection, the expansion of colleague networks, and the introduction of enhanced educational opportunities.

We also openly address areas for improvement identified by our colleagues and share the goals we're striving to achieve.

As we approach the milestone deadline (end of 2025) for many of our D&I ambitions, we're working collaboratively to evolve our commitments and set the course for an even more inclusive future. Together, we're driving the change needed to ensure everyone can thrive at Very.

I confirm that the information contained in this report is accurate.



Sarah Willett (she/her)

Chief people officer and D&I exec sponsor



“ This year has been another year of meaningful change. I’m proud of the progress we’ve made, thanks to some great initiatives, improved processes and the commitment of our leaders. I’m particularly excited about continuing our focus on neurodiversity and building a workplace where all minds can thrive. With strong Glassdoor and engagement scores reflecting our D&I efforts, it’s clear that our work is making a real impact. ”

Sarah Willett (she/her)

Chief people officer and D&I exec sponsor



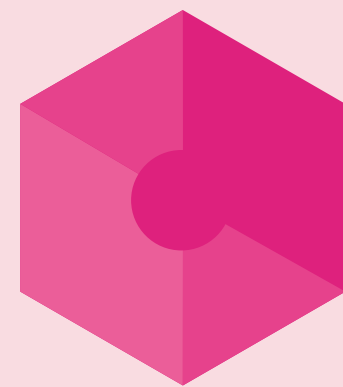
“ This has been a year of real progress across all elements of our strategy. I’ve been particularly impressed by the work of our WAVE network. After a session where I asked them about the glass ceiling, they initiated a whole project to uncover and explore this concept further. The listening groups they organised, with an equal 50:50 balance of men and women attending, demonstrate just how deeply the business values inclusion. I’m looking forward to seeing the findings and excited about the actions that will follow in the year ahead. ”

Nick McBrien (he/him)

SDFC CEO of financial services and D&I exec sponsor

Values

Our longstanding success is well-known to be linked closely to our strong culture and brilliant people. Over the past year, we've focused on maintaining and enhancing our culture by further promoting and embedding our values into the fabric of what we do, with inclusion at the heart of our Together value.



Together

We think and act we before me

In July 2024, we celebrated Values Week – an opportunity for our colleagues to reconnect with the principles that guide us and understand their significance in delivering an outstanding experience for our customers. Our leadership team led the way as we shared stories of our values in action, engaged in gamified values e-learning, integrated our values into our recognition programme and conducted values workshops. Over 90% of our senior management team and members of our People Labs (our colleague engagement network) participated, offering a chance to hear diverse perspectives on how our values are currently lived and explore what more we can achieve together.

Our October 2024 engagement survey demonstrated our progress, with participants reporting that they experience each of our five values more in their day-to-day experience compared to previous surveys.

Notably, 75% of respondents rated us 7 or more out of 10 for our Together value, marking an increase of 0.2 since November 2023.

As we move through 2025, we'll continue to collaborate with leaders and colleagues to find new ways to deepen our understanding, belief, and practise of our values. By examining key stages of our colleague lifecycle – from hiring to retirement – we aim to attract, develop and retain individuals who align with and embody our values so we can continue to serve our customers brilliantly.

75% of respondents rated us 7 or more out of 10 for our Together value...



Proud



Trusted



Together



Innovative



Ambitious

A reminder of our D&I ambition

At Very, we're committed to ensuring that every colleague, customer and member of our community feels welcomed, represented and valued for the magic of their uniqueness.

Our 2025 commitments



Progress since last year

Over the past year, our commitment to D&I has remained strong. We've naturally evolved to focus on the broader elements of inclusion, ensuring that all colleagues are supported while maintaining a focus on underrepresented groups. This approach allows us to continue striving to level the playing field for everyone.

Highlights of Our Progress

- **Strong Glassdoor rating:** Our Glassdoor D&I rating stands at 4.3, a strong score, as this is 23.9% higher than the average for D&I ratings in the retail and wholesale sector.
- **Recognition:** We achieved silver accreditation in the Diversity in Retail D&I Maturity Curve Assessment.
- **Sustainability initiatives:** We've embedded sustainability into our D&I efforts with initiatives like swap shops for Halloween and Christmas jumpers.
- **Improved communication:** All of our colleague networks now have a presence on Viva Engage, our internal social network, enhancing communication of D&I efforts.
- **Network growth:** Our newest network, FAVE (Families at Very), has seen accelerated growth with over 100 members.
- **Colleague feedback:** The D&I question in our colleague engagement survey, Voice, scored 8 out of 10, reflecting a 0.1 improvement.
- **Colleague allyship:** Inclusion Pledge now at 1,500 signatures.

Supporting Colleague Development

We continued to provide development opportunities for colleagues through the launch of three programmes:

- **Women in leadership:** Leveraging the apprenticeship levy to support women in advancing their careers.
- **Group coaching for maternity returners:** Providing tailored support for colleagues returning from maternity leave.
- **Group coaching for colleagues from ethnic minorities:** Supporting career progression and addressing unique challenges.
- **Leadership programmes with our partner Diversity in Retail** (Women Leaders, Ethnic Future Leaders and Ethnic Senior Leaders).

These efforts underline our dedication to fostering an inclusive workplace that champions both individual and collective growth.

In the next section of this report, you'll find details of some of the initiatives that are having the biggest impact.

Commitment one:

Very will be a more inclusive workplace – with all colleagues feeling welcomed, represented and valued

We've leaned heavily into inclusion and learning has formed a big part of our D&I work during the past year.

Leaning into broader inclusion rather than focusing solely on gender and race reflects a shift toward recognising and valuing the full spectrum of diversity that makes up an organisation. This approach aligns with progressive strategies in D&I, as it fosters a more holistic and sustainable culture of belonging.



Progress at a Glance

Metrics and Data

- Colleague listening survey D&I score: 8 (+0.1 improvement).
- 47% Diversity Data Collection completed during National Inclusion Week.

Cultural Moments

- Celebrated key events: Stress Awareness Month and Pride.
- High engagement across internal and external social platforms during cultural events.
- Swap shops during Halloween and Christmas gathered 100+ donations, led by networks.

Policies and Mental Health Support

- Further development on a neurodiversity policy.
- Launched Mental Health First Aiders programme across the business (31 colleagues now fully trained).
- Conducted 76 mental health support conversations in 2024.
- Workshop on “How to have a good conversation about mental health” held at our fulfilment centre in Wrexham.

Commitment one:

Leadership and Sponsorships

- New executive sponsors for our LGBT+ (Pride at Very), FAVE (Families at Very), THINK (Neurodiversity at Very) networks.
- Networks revitalised with new co-chairs.

Network Achievements

- FAVE (Families at Very) network launched, now with 100 members.
- GENs (Generations at Very) network promoted age inclusivity:
 - 72% increase in Viva Engage (internal social network) followers.
 - Over 1,000 content views.
 - 270+ attendees at Table Talk events (live panel discussions for colleagues to listen, learn and interact).
- National Inclusion Week outcomes:
 - 1,500 Inclusion Pledge signatures collected.

Community and External Impact

- Sponsored the Equality Plus Awards at the University of Liverpool:
 - Our senior digital data analyst and alumna Ellie McLaughlin delivered the opening speech.
- Ongoing partnerships with external organisations to drive inclusivity and support.



Commitment two:

We'll have more women in our senior management roles at Very



Progress at a Glance

Development and leadership

- Planning and selection of women for development programmes.
- Women in Leadership accredited programme launched with 15 learners.
- Diversity in Retail UK Women Leaders Programme – participation with 2 women and 2 executive sponsors.

Mentoring and support

- Mentoring sessions commenced with chief people officer Sarah Willett and chief customer officer Jess Myers as part of the WAVE (Women at Very) International Women's Day campaign.
- Maternity Returner Group Coaching Cohort 2 completed.

Engagement and community

- New community launched within Viva Engage (internal social network) as a new platform to:
 - Share WAVE updates.
 - Praise and connect with each other.
- WAVE listening sessions designed to uncover gender perspectives on career growth.
- WAVE Book Club launched to foster discussions and learning.

Wellbeing and inclusion

- Menopause coffee mornings launched as a regular event to provide support and build community.

Commitment three:

Our Very teammates will represent the ethnic diversity of our local communities

Progress at a Glance

Leadership and mentoring

- New co-chairs confirmed for RAVE (Race at Very): Michelle Heelas and Bilal Miah
- Diversity in Retail Ethnic Future Leaders Programme – participation with 2 leaders and 2 executive sponsors.

Coaching and development

- Second cohort of the coaching programme with external coach and facilitator Jackee Holder completed, supporting eight colleagues.
- Engagement with Bolton site started to ensure relevant support is available across all locations.

Community and engagement

- RAVE It Up session held in August, refreshing the committee and boosting engagement.
- Collaboration with the GENs (Generations at Very) network to highlight intersectionality between ethnicity and age:
 - Explored how diverse backgrounds impact career progression across generations.

Cultural celebrations

- Celebrated Eid al-Adha at our Skygate fulfilment centre in the East Midlands.
- Added key cultural events to the D&I calendar:
 - Black History Month, Lunar New Year, Diwali, and the Caribbean Carnival.

Strategy and future planning

- New sponsor and committee established to develop RAVE's strategy and OKRs (Objectives and Key Results).



Commitment four:

We'll have created opportunities at Very for underrepresented groups in our local communities



Progress at a Glance

Early talent and graduate programmes

- Successfully onboarded new graduates to the business.
- Hosted 10+ students for work experience across various departments.

Apprenticeship strategy

- Continued to grow and upskill our existing colleagues using our apprenticeship levy with learners gaining a recognised qualification.
- Over the last year we have quadrupled the number of apprentices in the business across multiple different business functions and sites.

Partnerships and outreach

- Grown successful partnerships with our apprenticeship providers. Specifically with Multiverse (specialising in data), Fuel Learning (specialising in fulfilment) and most recently growing a new partnership with UA92 (specialising in tech).

Due to team changes and resource constraints, our primary focus for this commitment this year was developing our apprenticeship strategy and utilising the levy effectively.

Commitment five:

Very will have actively contributed to shaping diversity and inclusion in the industries it operates in

Progress at a Glance

Industry contributions

- Provided input to the BRC Annual D&I Report and participated in pre-reading before publication.
- Attended the BRC D&I Charter Workshop, focusing on disability inclusion at work.



Conferences and webinars

- Inclusion Summit in London attended by three colleagues.
- Diversity in Retail sessions participated in, including:
 - Accessibility.
 - Employee Network Group (ENG) discussions.
 - EDI (Equality, Diversity, and Inclusion) leader committee sessions.
- Diversity in Retail Webinars attended by colleagues, covering:
 - Engaging frontline colleagues in EDI.
 - Employment Rights Bill.
 - Beating Burnout.
 - Personal Brand and Impact.

Leadership development

- Leadership development programme milestones achieved for cohorts of Diversity in Retail's Ethnic Future Leaders and Ethnic Senior Leaders.



Our diversity (gender) – pay gap analysis

UK companies that employ 250 or more employees must publish information on their Gender pay gap each year.

Understanding ‘The Gender Pay Gap’

The gender pay gap measures the difference in average earnings of men and women across an organisation, regardless of the nature of their work. It does not measure equal pay, which has long been established in law and relates to the amount that men and women are paid for the same or similar work.

In our report we focus on The Very Group as a collective, as this provides the most accurate view of our organisation. Gender pay gap information for our two reportable entities (as required under The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017) can be found at the end of this report.

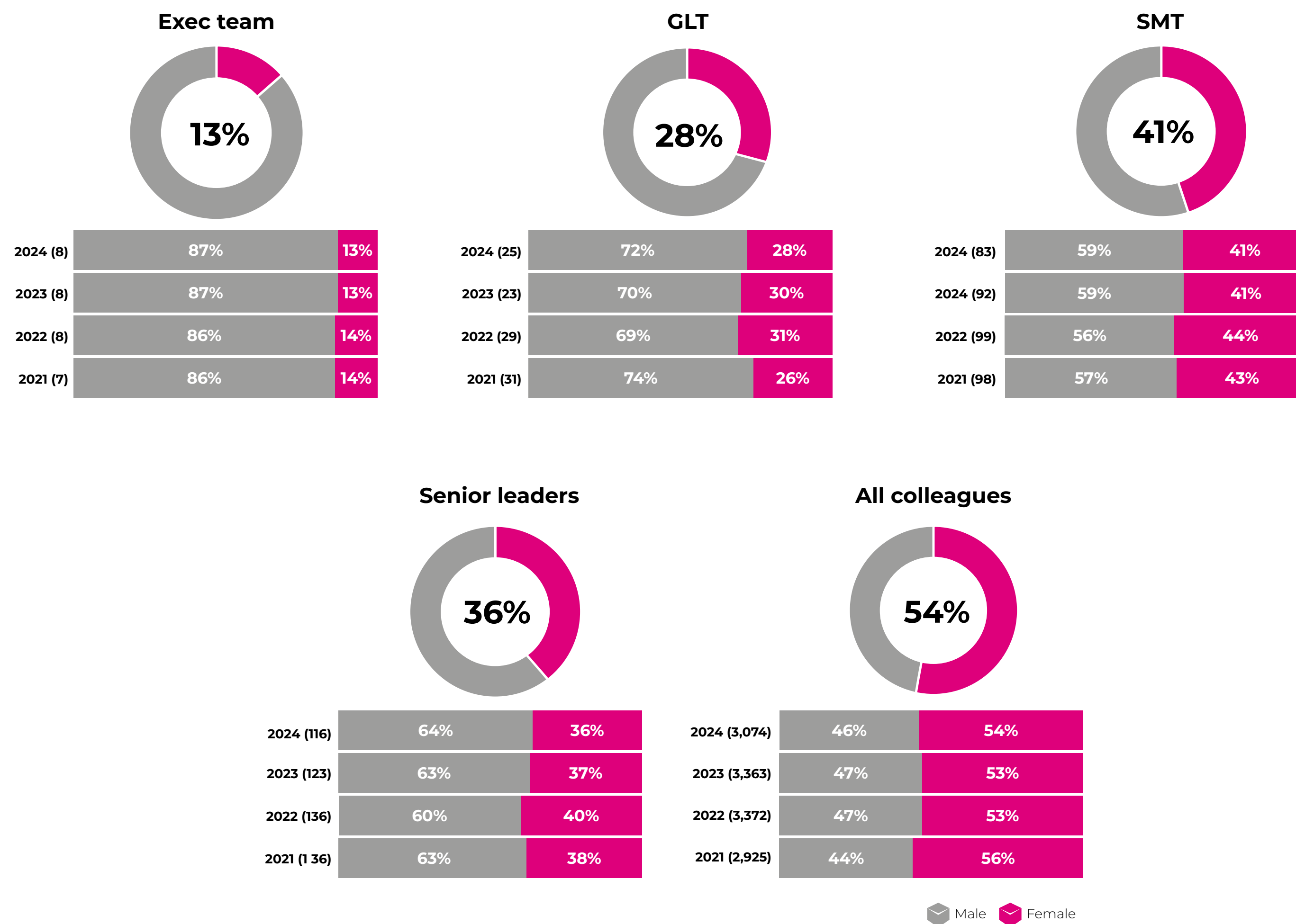


Understanding The Very Group’s ‘Gender Pay Gap’

Our gender pay gap is primarily driven by the under-representation of women in senior roles, which typically offer higher salaries and bonus opportunities. Additionally, there is a lower proportion of women in certain functions, such as technology, where external market rates tend to be higher. Historical societal trends have contributed to a smaller talent pool of women in fields like technology, making it essential for us to focus on building a strong pipeline for the future. We remain committed to closing this gap by investing in diverse talent pipelines, supporting career progression for women at all levels, and fostering an inclusive culture that enables everyone to thrive.

Our diversity (gender) – pay gap analysis

The charts below show our gender split across the Group at various levels, with the proportion of women highlighted in pink. These charts reflect gender split at the time of our gender pay gap analysis (April 2024).



Key

Exec team

Executive directors who report to the CEO

GLT

Group leadership team (typically direct reports of the executive team)

SMT

Senior management team (typically direct reports of the group leadership team)

Senior leaders

The combination of exec team, GLT and SMT

All colleagues

Covers all colleagues at Very

2024 gender pay gap report – hourly pay

The table below illustrates the percentage difference in hourly pay between men and women at The Very Group. This year, the median hourly pay for women is 13.4% lower than for men, representing a 6.7 percentage point increase compared to 2023. However, direct comparisons with our 2023 pay gap are challenging as, like many other organisations and as explained in our 2023 report, we delivered an exceptional one-off payment in April 2023 to colleagues below a certain salary threshold.

	2024	2023	Variance vs 2023	2022 (typical year)	Variance vs typical year
Median hourly pay gap	13.4%	6.7%	+6.7 percentage points	15.8%	-2.4 percentage points
Mean hourly pay gap	19.1%	13.9%	+5.2 percentage points	20.5%	-1.4 percentage points



We acknowledged in our 2023 report that this one-off payment temporarily narrowed the gender pay gap by increasing hourly pay above standard rates and positively impacting last year's figures. When compared to a more representative and recent year, such as 2022, we are able to see that we continue to make progress, with a -2.4 percentage point reduction in the gap. This reinforces our commitment to addressing the root causes of the gender pay gap and moving in the right direction.

Commitment two of our Diversity & Inclusion initiatives – focused on increasing the number of women in our senior management roles – remains a key driver of our gender pay figures. We've had a continued reduction in senior roles overall within Very and while the demographic charts show a slight reduction in women in senior management roles, 68% of promotions into our senior leader population this year have been women, a slight increase from 67% in 2023. This demonstrates that our focused efforts to

enhance gender diversity in leadership are delivering tangible results. As an organisation, we remain deeply committed to breaking down the barriers that have historically hindered women's progression. Through initiatives such as mentorship programs, leadership development opportunities, and flexible working practices, we continue to address these challenges and provide equal opportunities for women to advance.

Commitment five – focused on contributing to shaping diversity and inclusion in the industries we operate in – is an area where we continue to see the positive effects of our efforts to build a more inclusive workforce. In our technology department, for example, representation of women has increased slightly to 25.3%, up from 25.1% last year. While this may seem like a small change, it's a step in the right direction, especially in a sector where women have historically been underrepresented. This increase highlights the success of our targeted initiatives aimed at fostering diversity in critical business areas. We are continuously refining our approach, focusing on attracting more women through our partnerships with the University of Liverpool and Manchester Metropolitan, encouraging 'squiggly' careers and creating a more inclusive hiring process. These efforts are not isolated; they're part of our broader mission to create an environment where everyone, regardless of gender, feels valued and has the opportunity to succeed.



The table below shows the proportion of men and women in each pay quartile:

Pay quartile	Male	Female
Upper	57.7%	42.3%
Upper middle	45.6%	54.4%
Lower middle	35.3%	64.7%
Lower	48.8%	51.2%
Overall	46.8%	53.2%

Overall, there's higher representation of women within our upper quartile this year compared to last year and the previous year. This shift is significant in our ongoing efforts to close the gender pay gap and drive greater gender equality across all levels of the business. It's not just about the numbers; this progress is a direct result of the changes we've made to support women's career advancement and ensure that they have access to opportunities in higher-paying roles. However, sustained higher than overall representation of women in the lower middle quartile highlights the need for continued focus on career progression and development opportunities for women to ensure greater representation at all levels within the organisation.



2024 Gender pay gap report – bonus pay

This includes bonus payments for eligible colleagues for the July 2022 – June 2023 financial year, where targets were achieved.

The figures in the table below show the difference in bonus pay between men and women, expressed as a percentage of men’s pay. Bonus pay represents the gross bonus received during the 12 months prior to 5 April 2024.

	2024	2023	Variance
Median bonus gap	51.3%	92.0%	-40.7 percentage points
Mean bonus gap	67.6%	86.3%	-18.7 percentage points

This year, the median bonus for women is 51.3% lower than for men, representing a 40.7 percentage point decrease compared to 2023. While comparisons with last year are challenging due to the group bonus not being paid out in 2023, we have carefully considered this year’s results to understand the contributing factors.

The mean and median bonus gaps at Very continue to be driven by a combination of factors as we have described in previous reports:

- Bonuses are awarded as a percentage of salary. Inevitably, where a gender pay gap exists, this exacerbates any bonus pay gap. This is further supported by our pay quartile analysis that shows underrepresentation of women in the upper quartile and overrepresentation of women in the lower-middle quartile.
- We know that the largest population of colleagues, who are not eligible for bonus payments, are based in our fulfilment centres in roles where we have more men than women.
- The regulations have not been designed to account for part-time working when it comes to bonus payments, and more women than men work part-time.

Like most businesses, we have long-term incentive arrangements for our senior leaders. As was the case in our 2023 report, this reporting period captured 50% of a Long-Term Incentive Plan (LTIP) payment that was awarded in the 2021 financial year to our most senior leaders (and payment was deferred to this reporting period). We are committed to driving greater gender diversity across all levels of the organisation remaining focused on our first commitment – being a more inclusive workplace, with all colleagues feeling welcomed, represented, and valued.

	Men	Women
Proportion of colleagues who received bonus pay	68.2%	83.3%



Continuing to increase female representation in leadership roles through targeted talent development programmes, such as building on our success in areas in technology or Diversity in Retail's Global Women Leaders Programme, we aim to ensure women have the support and opportunities to progress into senior roles at Very. Additionally, regular reviews of promotion pathways and salary benchmarking ensure equitable opportunities for progression and reward across all genders.



Statutory gender pay gap disclosures

The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 requires us to report on any of our legal entities which have 250 or more employees.

Like most employers, we have legal entities for which we're required to publish our disclosable figures in line with the regulations. Here you'll find our gender pay gap information for Shop Direct Home Shopping Limited and Shop Direct Finance Company Limited.



Shop Direct Home Shopping Limited

	2024	2023	Variance
Median hourly pay gap	1.5%	-2.6%	+4.1 percentage points
Mean hourly pay gap	10.4%	7.2%	+3.2 percentage points
Median bonus gap	28.8%	62.7%	-33.9 percentage points
Mean bonus gap	56.6%	42.1%	+14.5 percentage points

Pay quartile	Men	Women
Upper	60.8%	39.2%
Upper middle	47.8%	52.2%
Lower middle	41.3%	58.7%
Lower	65.7%	34.3%
Overall	53.9%	46.1%

	Men	Women
Proportion of colleagues who received bonus pay	63.6%	76.6%

Shop Direct Finance Company Limited

	2024	2023	Variance
Median hourly pay gap	8.5%	6.8%	+1.7 percentage points
Mean hourly pay gap	27.6%	21.1%	+6.5 percentage points
Median bonus gap	29.1%	40.8%	-11.7 percentage points
Mean bonus gap	81.4%	96.5%	-15.1 percentage points


Pay quartile	Men	Women
Upper	46.0%	54.0%
Upper middle	26.1%	73.9%
Lower middle	26.5%	73.5%
Lower	23.3%	76.7%
Overall	30.5%	69.5%

	Men	Women
Proportion of colleagues who received bonus pay	86.7%	93.7%





Commitment one:
Very will be a more inclusive workplace – with all colleagues feeling welcomed, represented and valued





Learning has formed a big part of our D&I work during the past year.

Our Inclusion@Very programme gives access to 40+ practical online resources including what inclusion is, the different ways we can be different, how to be an inclusive teammate and inclusive teaming at Very. We hosted an Everyday Conscious Inclusion virtual workshop with Toby Milton, author of Inclusive Growth, which is available to everyone on demand and focuses on bias, neuroscience of exclusion, and providing tools and checklists to encourage change.




After the successful delivery of Conscious Inclusion in March 2023 (now used as part of our onboarding process), we're launching a new module in 2024 which focuses on allyship, inclusive language and microaggressions in the workplace. Our aim is for 100% of colleagues to complete the course.

Our eVeryone manager development programme supports inspiring and inclusive leadership at all levels and focuses on the concept of bringing your whole self to work while encouraging leaders to celebrate the uniqueness of every individual, contributing to a more inclusive culture.

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Our people are passionate about diversity and inclusion

Alongside having access to demographic data, understanding how our people feel about our D&I efforts is really important to us. In our November 2023 Voice survey, we asked colleagues how satisfied they are with Very's efforts to support diversity and inclusion and included space for them to share comments. 80% of respondents scored 7 or more out of 10, bringing our total group average to a strong 7.9 out of 10. We're really proud of this achievement, especially since it was the highest-rated question in the survey. It tells us that our colleagues are feeling good about the strides we're making in D&I, yet highlights the opportunity that there's still more we can do.

When it comes to opportunities, there is a recurring concern about the lack of diversity at senior management level, a call for better support for parents returning from parental leave, and for colleagues with neurodiversity and sensory processing issues. We are thankful that teammates felt comfortable to shine a light on these areas of opportunity and work is underway to address them.

Overall, there was recognition of our efforts to support D&I, with a desire for more action and representation at all levels of the organisation. There was recognition of progress made, an appreciation for Very's efforts to support colleagues with challenges and Very was credited for educating teammates on inclusivity, with some noting that this has led to a greater focus on diversity.



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Our data journey

We are now one year into collecting demographic data on our people, marking an important step towards understanding our workforce more deeply. To truly make an impact, it's essential to gain insights into key aspects such as ethnicity, neurodiversity, and gender identity.

To ensure our colleagues feel comfortable sharing this information, we've created a simple, easy-to-understand guide that explains how this data can help us drive positive change in the business. The guide also provides clear instructions on how colleagues can submit their information securely via our HR system.

We set an initial target of 40% completion in our first year and are pleased to report that we've surpassed it, reaching 47%. We'll continue to highlight the importance of this initiative and have set an ambitious target of 60% completion for year two.

To enhance our understanding of diversity within our recruitment process, we've introduced a new step where potential candidates are asked to provide demographic information at the application stage. When our recruitment team contacts candidates to let them know they are being invited to a screening call, they explain that a short form will be sent to gather this information.

This data collection is completely voluntary and anonymous and is used solely to help us identify trends and ensure we are attracting and engaging with diverse talent. By collecting this information, we aim to continually improve our recruitment practices and ensure an inclusive hiring process. We are transparent about why we are asking for this data and emphasise that it is optional to complete.



Our people are passionate about diversity and inclusion

In our October 2024 colleague engagement survey (Voice), we asked our people how satisfied they are with our initiatives to support diversity and inclusion and provided space for them to share comments. 80% of respondents rated us 7 or more out of 10, resulting in a strong group average of 8.9 out of 10, which is an increase of 0.1 since November 2023. We also sought feedback on the sense of inclusiveness, asking colleagues how much Very is a place where people of all backgrounds are accepted for who they are. We're proud that 90% of colleagues rated us 7 or more out of 10, achieving a group average of 8.6 out of 10, making it the highest-rated question across the survey. This feedback indicates that our colleagues are feeling positive about the progress we're making in D&I, while also highlighting that there is still room for improvement.

We plan to continue listening to colleagues, acting on their feedback, and driving meaningful initiatives to ensure that everyone feels valued and included. This includes using survey insights to shape our D&I strategy and collaborating with our colleague networks and people labs to create an environment where everyone can thrive. Together, we'll keep working towards a culture that celebrates diversity, fosters belonging, and ensures that all voices are heard.

Hear from our networks

Over the past year, our colleague-led networks have been at the heart of our diversity and inclusion efforts. Their dedication and hard work have brought about meaningful change, creating a workplace where everyone feels empowered, valued, and respected. Through a variety of inspiring initiatives and events, these networks have played a key role in shaping a more inclusive culture. We are incredibly thankful for their ongoing contributions and the impact they continue to make.



We remain committed to supporting and amplifying the voices of our networks as we continue our journey towards greater diversity and inclusion



WAVE is a network open to anyone who identifies as a woman, dedicated to inspiring and empowering its members. Over the past year, **WAVE** has achieved remarkable milestones, with over 900 watercooler chats fostering meaningful connections across the business. Watercooler chats match women together for them to connect, network and support each other. We have taken important strides in raising awareness and deepening conversations around menopause, ensuring it remains a key focus in our support initiatives. Additionally, our efforts to advance women in leadership have grown as we explore and challenge the glass ceiling, with an action plan to empower women to break barriers and reach new heights in their careers.

“Being co-chair has been such a rewarding experience, seeing first-hand how women have come together. I’m so proud of the progress we have made in raising awareness around menopause and supporting women at every stage of their career. Our focus on advancing women in leadership and breaking down the glass ceiling is stronger than ever and I’m excited to see the continued impact we make. I’m confident that 2025 will be memorable on our D&I journey.”

Helen Julian (she/her)

Category manager and co-chair of WAVE



RAVE's focus is to create a safe space for ethnic minority background teammates to openly share, be heard and feel supported. We want to encourage network members and teammates to feel empowered to bring their authentic selves to work each day.

“ This past year we have focused on the network purpose which is to help accelerate Very's efforts to become a more racially diverse and representative company, and have identified 'Race D&I Commitment' and 'Enhancing the Rave Community' as two key pillars to enable us to achieve our goals. We have also recruited a new sponsor, co-chair, and put a committee in place to support the network.

This year our focus will be to relaunch the network during Race Equality Week to introduce our new recruits, reiterate our purpose, grow the network and continue to support the D&I OKRs to become a more racially diverse and representative company. ”

Michelle Heelas (she/her)

Product owner and co-chair of RAVE



Our LGBTQ+ network is open to anyone who identifies as LGBTQ+ or considers themselves an ally and aims to spread awareness of LGBTQ+ issues, while coming together to build connections.

“ Our community stands as a vibrant and impactful force within the organisation, fostering a culture of inclusivity and diversity. Our annual Pride celebrations have become a cornerstone event, creating a space for us to learn, celebrate and embrace our identities and uniqueness. Our participation in the Liverpool Pride march has become a regular event in our calendar, symbolising our commitment to solidarity and unity within The Very Group. Together, these initiatives underscore our invaluable role in shaping a workplace where every individual feels seen, heard, and celebrated. ”

Jade Rock (she/her)

Team manager and co-chair of LGBTQ+ network



GENS is a safe space for all colleagues to get together to inform, educate and inspire age-inclusive practices across our multi-generational workforce.

“ GENS aim is to put the experiences of our teammates at the forefront of what we do. This past year, our collective efforts – ranging from impactful posters and video diaries to engaging table talks – have highlighted the importance of intersectionality and celebrated the unique qualities that bring each of us at Very together. Our goal for next year is to target generational knowledge gaps, such as pension understanding, and create tailored learning to support. ”

Ellie McLaughlin (she/her)

Senior analyst and co-chair of GENS



MIND is open to everyone at Very and aims to create a safe space to connect, learn and share experiences about mental health

“ This year MIND has focused on forming a collaboration with our Mental Health First Aid Network, aligning our objectives so we can most effectively deliver against our passion – supporting colleagues and raising awareness of mental health and wellbeing. We will carry this momentum into 2025, further embedding Mental Health First Aiders in the business and focusing on awareness training for our people managers, whilst also spotlighting wider resources available to colleagues such as those accessible through the Retail Trust. ”

Lisa Bellis (she/her)

Senior people partner and co-chair of MIND



Our neurodiversity network is open to anyone who is passionate about neurodiversity. We focus on driving inclusivity, offering education and support, and helping neurodivergent talent thrive.

“ In our first year, we’ve focused on building relationships across the network and identifying the building blocks for future activity. This year we’ll be taking these to the wider business, creating more visible support for colleagues with neurodiverse conditions, enabling better conversations with peers, their managers and teams, helping more colleagues to feel confident in being their authentic selves at work. Supporting the unique skillsets of the neurodiverse minds in our business will drive innovation and forward thinking. ”

Andy Plunkett (he/him)

Senior strategy manager and co-chair of THINK



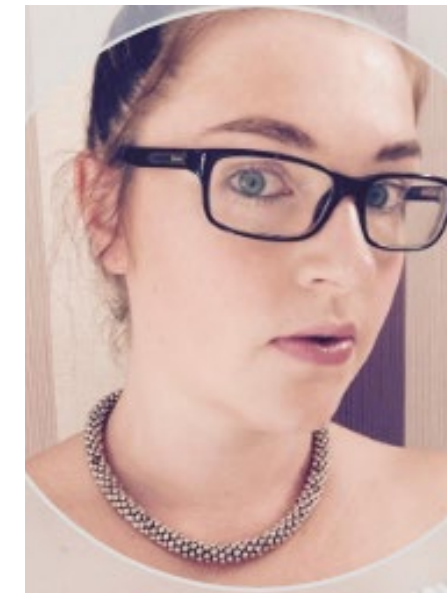
DAWN aims to unite disabled colleagues and carers across the business, creating a safe space to share experiences, provide support, open up important conversations, and drive meaningful change.

“ This year marks a significant milestone for DAWN as we embark on a new chapter of growth and impact. Our relaunch event in March will bring together new community members, reaffirm our mission, and strengthen our network. With a steadfast commitment to advancing support for the disability community, 2025 promises to be a year of meaningful progress.

A key initiative this year is the introduction of a dedicated community hub and Viva Engage, designed to enhance accessibility to resources, provide crucial support, and foster an inclusive and productive environment. By ensuring information is readily available, these platforms will contribute to a more connected and empowered community. ”

Harriet Bridge (she/her)

Digital collaboration lead and co-chair of DAWN



FAVE is the newest network within the D&I family and aims to create an inclusive environment that raises awareness of the needs and challenges of parents and carers, whilst creating a space to share and support colleagues at all stages of their parenting/carer journey.

“ I am so excited for the launch of FAVE. As a busy mother of two, I feel it is important that we raise awareness of the challenges we face as both parents and family caregivers. As a network we have spent our first few months scoping out our agenda and objectives for 2025 and are now really excited for the year ahead. International Families Day in May will be our big focus for 2025 for which we have some big plans! We are also focusing on how we as a network can better support the journey of our maternity returners in collaboration with the WAVE network. ”

Kayleigh Murphy (she/her)

Ladieswear product technologist and co-chair of FAVE

Summary

This report underscores our dedication to cultivating a workplace that embraces diversity and inclusion. Over the past year, we've achieved notable progress in our D&I efforts, such as enhancing data collection, broadening the reach of colleague networks, and providing more educational resources. Our achievements are evident in our strong Glassdoor D&I rating, earning a silver accreditation from Diversity in Retail, and the expansion of networks like FAVE (Families at Very) and WAVE (Women at Very). We remain focused on increasing the number of women in senior roles, supporting ethnic diversity, and creating opportunities for underrepresented groups. Our analysis of the gender pay gap highlights our ongoing commitment to narrowing the gap by developing diverse talent pipelines and promoting career advancement for women.



What's next

Looking ahead to 2025, we are dedicated to refining our goals and commitments to foster an even more inclusive future. We will continue to drive progress by enhancing our D&I strategies, supporting our colleague networks, and addressing areas needing improvement. Our priority is to create a workplace where everyone feels valued, empowered, and able to succeed. Together, we will build a more inclusive environment at Very, ensuring that our D&I initiatives have a lasting positive impact on our colleagues, customers, and the communities we serve.