

UK Gender Pay Report 2026

We help everyone enjoy amazing technology.

Introduction.



Alex Baldock
Group Chief Executive

At Currys, we're here to help everyone enjoy amazing technology. And if we're to be for every customer, we must be for everyone as an employer, with our colleagues reflecting the customers and communities we serve.

We aim to win through high-performing, diverse teams that reflect the society we live in, supported by an inclusive culture that inspires and enables every colleague to be their best. That's not just the right thing to do - it's a powerful driver of innovation, customer satisfaction and financial performance. It's helping us attract and retain the best talent and building our reputation as an employer of choice. It's helping make Currys a stronger, more successful business.

We know there's more to do, and we'll keep uncovering and removing barriers to inclusion. Our Board, leaders and I are all in. We'll continue building a Currys that's for everyone.

Introduction.



Paula Coughlan
Chief People, Communications
& Sustainability Officer

This report is an important moment to reflect on the progress we're making. I'm proud that this year our median gender pay gap has reduced further from 3.3% to 1.6%, well below the national average.

Some of the achievements I'm most proud of include:

- A significant culture shift, with colleagues reporting improved perceptions and experiences of inclusion across the business.
- Growing our four Employee Resource Groups to over 2,000 members, creating vibrant communities of support and advocacy.
- Launching Group-wide inclusion principles and a suite of new policies – including our Prayer and Religious Observance Policy.
- Continuing to champion hybrid and flexible working, empowering colleagues to shape their work-life balance. 92% of colleagues say they value our approach to this.

Being recognised externally, with several colleagues and networks named as finalists at the Inclusion In Awards – including:

- The Embrace Network – Winner of Most Impactful Employee Resource Group
- Ainsley Sykes – Head of Commercial Initiatives and Retail Design – Winner of Most Impactful Mentor
- Sam Whitelaw – Culture & Inclusion Manager – Finalist for Outstanding Inclusion Professional

- Zoe Martin-Pearce – Assistant Category Merchandiser – Winner of Inclusion Hero

- Alex Baldock – Group CEO – Finalist for Most Inclusive Group CEO

- From this strong foundation, our ambition is clear: to build high-performance, diverse teams that reflect the communities we serve, and foster a culture where everyone can thrive.

To support this, we've refocussed our I&D strategy around three pillars:

- Building inclusive and high-performance teams where everyone's unique perspectives and experiences are valued, helping them feel safe and supported to bring their best self to work.

- Unleashing the power of diversity. The better we listen, the better we become. By giving all colleagues a voice and acting on their insights, we identify new ways to overcome challenges and create opportunities.

- Building a Talent Pipeline that attracts and retains talent by reviewing and improving policies and processes to remove barriers and attract the best talent.

By being for everyone, we become the best OF everyone – building a winning team and creating a culture where colleagues can thrive.

You can read more about our additional pay equity initiatives and I&D initiatives in this report.

Our results explained.

Our median gender pay gap has reduced since April 2024.

This year, our median pay gap has reduced to 1.6%, down from 3.3%, which is well below the national average of 12.8%.* We consider the median to be a better representation of our pay gap as it is not impacted by outliers.

Our mean gender pay gap has increased slightly to -2.4%, up from -0.9%. Although women represent a smaller proportion of our overall workforce, their numbers have increased this year, particularly within corporate roles. Since average earnings in corporate positions tend to be higher than those in supply chain and retail, and a greater proportion of our total female workforce are in corporate positions compared to men, this contributes to the pay gap.

Our bonus pay gap has decreased since April 2024.

We have seen a reduction in both our mean and median bonus gaps. The mean bonus gap has reduced to 5.9%, down from 13.7%, and the median has reduced to 17.3%, down from 24.9%.

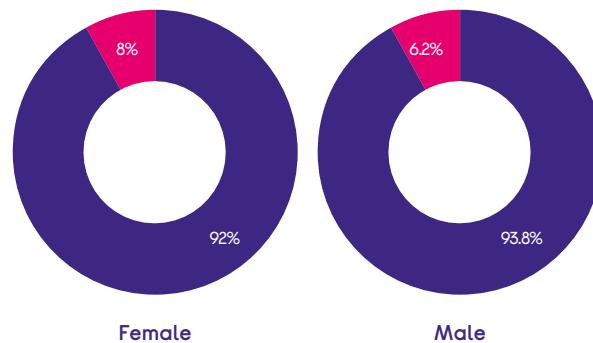
Whilst we have seen a positive reduction, a high proportion of our female colleagues work part-time, where bonus opportunities are typically lower. This contributes to the overall bonus gap. When adjusted for full-time equivalent bonuses, our bonus gaps are significantly lower, with a mean of 0.7% and median of 3.4%.

Pay Quartiles.

Our workforce is made up of 28% women and 72% men. This year, we've seen an increase in female representation within the upper and upper middle pay quartiles, which reflects positive progress toward achieving greater gender balance in higher-paid roles.

Gender Pay & Bonus Gap.

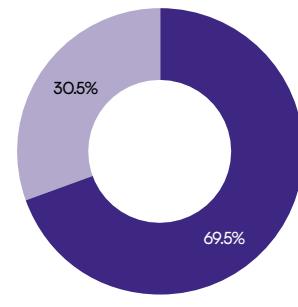
Difference between men and women	Mean (average)	Median (mid point)
Gender Pay Gap	-2.4%	1.6%
Gender Bonus Gap	5.9%	17.3%
Adjusted Bonus Gap (FTE)	0.7%	3.4%



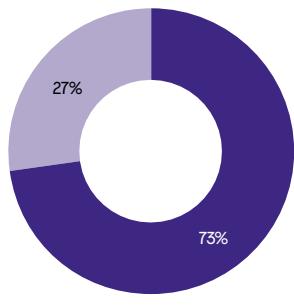
- % who didn't receive a bonus
- % who received a bonus

Pay Quartiles.

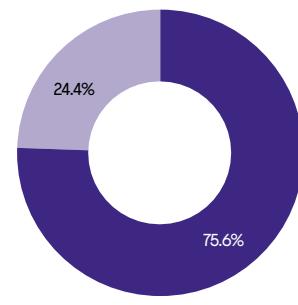
These charts show our gender pay results as a percentage of men and women arranged into four quartile bands.



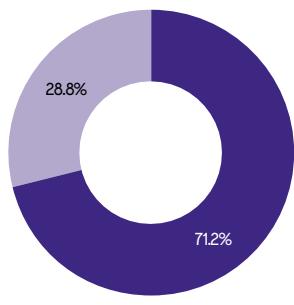
Lower Quartile



Lower Middle Quartile



Upper Middle Quartile



Upper Quartile

*Source: ONS Gender pay gap in the UK: 2025

2025 I&D highlights.

During 2025, we have continued to grow colleague engagement in our Inclusion and Diversity activities.

Celebrate and value the diversity of our colleagues.

Colleague engagement and belonging.

We continue to see growing colleague engagement across our UK business with 87% of colleagues participating in our March 2025 On The Pulse survey. Engagement has improved by a further 3 points year on year with an 85 eSAT score, putting Currys in the top 3% of Global Companies surveyed by our partner Viva-Glint.

Recognition for our approach to hybrid working.

In July 2025 we ran our third hybrid working survey for our corporate colleagues. The results remain overwhelmingly positive, with colleagues recommending our hybrid approach and scoring their work life balance and productivity 93 and 92 respectively.

Celebrating diversity.

We continue to celebrate, recognise and raise awareness of the moments that matter to our colleagues through our Inclusion Calendar. During 2025 we celebrated a variety of events including LGBTQ+ History month, Pride month, International Women's and Men's Days, Neurodiversity awareness, Ramadan/Eid & Diwali, National Inclusion Week, Black History Month, and International Day of Persons with Disabilities.

Build an inclusive workplace.

Enhancing our policies.

In September 2025 we launched our Prayer and Religious observance policy. This policy supports colleagues in practising their faith or beliefs at work – whether that is through prayer, fasting, religious dress, or observing key festivals and bereavement traditions.

Continued growth of our colleague networks.

During 2025 our four colleague networks continued to develop, introducing roles to their committees, delivering events and growing in membership.

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

Each network is inclusive of all colleagues and attracts broad participation beyond just group members. With around 2,000 colleagues now participating in at least one of our networks, compared with 1,800 last year, we are seeing a greater level of participation and collaboration. The networks are hosting joint events throughout the year to promote intersectionality and inclusion. Our Embrace Network has won Most Impactful Employee Resource Group in Retail at the 'Inclusion in' Awards.

Learning and development.

People Managers completed their annual refresh of our leading Dignity at Work training, and we also offered a range of learning opportunities to our colleagues, supported by our external partners. These included seminars on imposter syndrome and training on menopause, faith awareness, building your network, and boosting positivity.

Reflect and serve our diverse customer base. Better serving our disabled customers.

After a successful pilot in our London and Birmingham stores, we expanded our partnership with WelcoMe to trial the service in all of our Ireland stores as we continue to build more inclusive stores. WelcoMe is a platform that helps customers with disabilities to pre-book a personalised shopping experience in our stores and helps us tailor our service to fit the needs of each individual.

Looking ahead.

We've refreshed our Inclusion & Diversity strategy, and work is already underway to make Currys an ever more diverse and inclusive place. We're embedding inclusion into how we work, how we lead, and how we make decisions – through high-performing teams that reflect the communities we serve, and by fostering a culture where every colleague feels inspired and empowered to be at their best.



Case study: Launching Embrace.

In June 2024, we launched our Embrace Network, our newest employee resource group (ERG) dedicated to celebrating cultural diversity and fostering inclusion across the business.

Building a Culture of Belonging.

Since its inception, Embrace has grown to over 350 members and recently won the Most Impactful Employee Resource Group in Retail at the 'Inclusion In' Awards—an impressive achievement in its first year.



Getting Started.

The committee that came together to help found the network worked to establish three clear categories for Embrace's mission:

- **Empower.** Uplift members by providing opportunities for personal and professional growth, including mentoring and support.
- **Educate.** Promote continuous learning, awareness, and appreciation of diverse cultures.
- **Celebrate.** Raise awareness of cultural moments and foster a strong sense of community.

Embrace worked hand-in-hand with the Inclusion & Diversity (I&D) team, presenting plans to the Leadership Inclusion Forum and engaging senior leaders to ensure initiatives were relevant, impactful, and complementary to other ongoing projects.

Gaining Momentum.

Since its launch, Embrace has continued to have its presence felt across Currys through continued events and communications. A central hub on Currys' internal platform provides regular updates,

awareness dates, and details of ongoing initiatives, ensuring all colleagues can stay informed and involved. These have included events on Black History Month, South Asian Heritage Month, Ramadan, and more.

As a multi-location company, it was identified that there must be a drive to reach every corner of the business. In order to achieve this, the Embrace committee has participated in internal townhalls and events. Recognising that not all colleagues are online, Embrace also organised a roadshow for delivery colleagues, ensuring everyone has access to the network's support and activities.



The Impact So Far.

Since its launch, Embrace has played a pivotal role in driving higher employee engagement and fostering a sense of belonging. The network has helped maintain Currys' exceptional engagement scores, with all inclusion-related questions in the latest On the Pulse survey either improving or remaining strong. Colleagues frequently reference Embrace in their feedback, highlighting how it has enabled them to feel more authentic at work and strengthened their sense of community.

Innovative Solutions.

In just one year, Embrace has introduced several innovative initiatives to advance inclusion at Currys:

Listening Circles – safe, supportive spaces for colleagues to share experiences around external events, building trust and psychological safety.

Reverse Mentoring – pairing colleagues from ethnic minority backgrounds with senior leaders, enabling leaders to learn directly from underrepresented voices. The pilot programme received positive feedback and is now being scaled across the business.

These initiatives have not only driven cultural awareness but also fostered inclusive leadership and authentic connections.



Suha Shariff
Development Director

The Embrace Network was born from a bold vision: to empower, educate, and celebrate ethnic minorities and allies at Currys. We set out to create a safe, inclusive space where people feel seen, heard, and uplifted—a place to connect with allies and celebrate the rich diversity that makes Currys stronger.

We're incredibly proud of the impact we've had in just over a year, with over 350 members and numerous in-person gatherings and virtual events. We've spotlighted key cultural moments like Black History Month, Islamophobia Awareness Month, South Asian Heritage Month, and Ramadan, while launching impactful initiatives such as Sharing Circles, Embrace the Fast and our Embrace Exchange reverse mentoring pilot.

And we're just getting started.

Looking ahead, we'll continue to amplify voices, advocate for meaningful change, and celebrate the cultures and stories that shape our people here at Currys. Here's to another year of connection, courage, and celebration. Let's keep embracing the journey—together.

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.¹

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 2024/25 Annual Report](#)
- [ROI Gender Pay Report 2025](#)
- [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 14,337 colleagues.

I confirm that the data in this report is accurate.

Paula Coughlan

Chief People, Communications
& Sustainability Officer