

Woodies Case Study

In 2014, Woodie's embarked on a transformative journey to enhance gender diversity within its Leadership Team. At that time, only 16% of the Leadership Team were women. Recognizing the need for change, we made gender diversity a priority. By 2015, female representation had increased to 29%, and today, women make up 57% of the leadership team. This concerted effort has resulted in achieving a gender-balanced workforce with an equal 50% split, a testament to our commitment to fostering an inclusive workplace.

Workforce Profile and Representation

Woodie's has made significant strides in gender diversity across various levels of the organization. The current workforce profile reflects this progress:

- 57% female at Level 5
- 41% female at Level 4
- 42% female at Level 3
- 50% female at Level 2
- 49% female at Level 1

While these figures are promising, Woodie's acknowledges the need for improvement in colleague roles and store leadership positions. Currently, 35% of Deputy Managers and 41% of Team Leaders are female. To address this, Woodie's is exploring part-time Team Leader roles and trialing a flexible

working model, such as a 9-day fortnight, to support work-life balance.

Recruitment and Succession

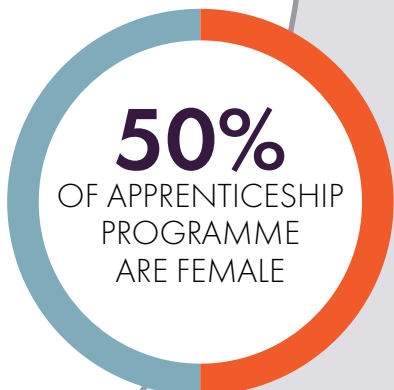
Woodie's has updated its employer brand to be more reflective of modern Ireland. Our job adverts were run through Textio AI to ensure the wording was inclusive and had the ability to attract a more diverse pool of candidates. The introduction of AI technology has levelled the playing field for all applicants, ensuring a fair and unbiased recruitment process. Recruitment has been centralized into the HR team, and data analytics are used to monitor the diversity of the workforce.



57%
OF THE
LEADERSHIP TEAM
ARE FEMALE



50%
OF THE
WORKFORCE
ARE FEMALE



50%
OF APPRENTICESHIP
PROGRAMME
ARE FEMALE

TOP 5 TACTICS

50/50 Gender Split throughout the workforce

Talent development programmes

Inclusion training for hiring managers

Empowerment and wellness initiatives

Closing our gender pay gap by implementing a gender neutral pay model

"One of our business priorities is achieving gender balance at all levels of the organisation, with focused initiatives and targets in place to support this ambition."

Additionally, in line with our partnership with Irish Centre for Diversity, all hiring managers undergo Conscious Inclusion training to foster an unbiased and inclusive hiring environment.

In collaboration with Skillnet, Woodie's runs an Apprenticeship programme, which supports colleagues in taking their first steps into management roles. Impressively, 50% of the participants in this programme are female. This initiative is crucial in ensuring that women have equal opportunities to advance their careers within the organization.

Woodie's also conducts talent reviews and succession planning twice a year, specifically reviewing the diversity of upcoming talent. This ensures that the company remains proactive in identifying and nurturing diverse talent for future leadership roles.

Closing the Gender Pay Gap

Woodie's has made remarkable progress in reducing the gender pay gap. The mean hourly pay gap decreased from 12.51% in 2022 to 4.21% in 2023. For context, the mean hourly pay gap in Ireland was 20.42% in 2022 and 13.70% in 2023. Woodie's gender-neutral pay model has contributed significantly to this improvement, making the company's gender pay gap three times better than the 2023 national average. With ongoing efforts to improve gender balance in senior roles and transparency around publishing salary scales in job adverts, Woodie's anticipates further reductions in the gender pay gap by December.

Empowerment and Wellness Initiatives

Woodie's is committed to the well-being and empowerment of its female colleagues. The company recently hosted a Women's Wellness and Empowerment Session with The Wellness Guru, covering topics such as mental wellness, exercise and menopause support. Approximately 100 colleagues joined the live call, and 250 watched the replay. Additionally, Women in Leadership Q&A featured a panel of female leaders from across our business, attracting 130 attendees and 560 replay views. Feedback from both sessions has been overwhelmingly positive.

Collaboration with Retail Ireland Skillnet

Woodie's has a long-standing collaboration with Retail Ireland Skillnet, spanning nearly 20 years. The company's representation on the Retail Ireland Skillnet Consortium Steering Group (CSG) ensures the development and delivery of impactful programmes. These initiatives have reported significant improvements in talent attraction and retention. Notably, the Level 5 Seeds for Success programme has 54% female participation, the Level 6 Apprenticeship has 50% female participation, and the Level 7 Degree programme boasts 55% female participation.



Left to Right; Marcus O'Dwyer (CIO), Davina Milligan (Commercial Director), Sharon Kelly (CPO), Damien Dwyer (CEO), Elaine O'Brien (CFO), Pippa Casey (Digital & Marketing Director) & Damien Richards (Operations Director).

Conclusion

Woodie's commitment to gender diversity and inclusion is evident in its leadership representation, workforce profile, talent pipeline initiatives, and efforts to close the gender pay gap. Through continuous improvement and innovative programmes, Woodie's is creating a more equitable and inclusive workplace for all its employees. The company's journey serves as an inspiring example of how dedicated efforts can lead to significant positive change in gender diversity within an organization.