

Build a Bear Workshop Limited

UK Gender Pay Gap Report 2025

Snapshot Date 5th April 2025



All findings in this report are in accordance with Gender Pay Gap calculations related to the Gender Pay Gap Regulations (2017)



Gender Pay Gap Report

2025

The gender split with our UK associates is 83% Female and 17% Male



BUILD-A-BEAR

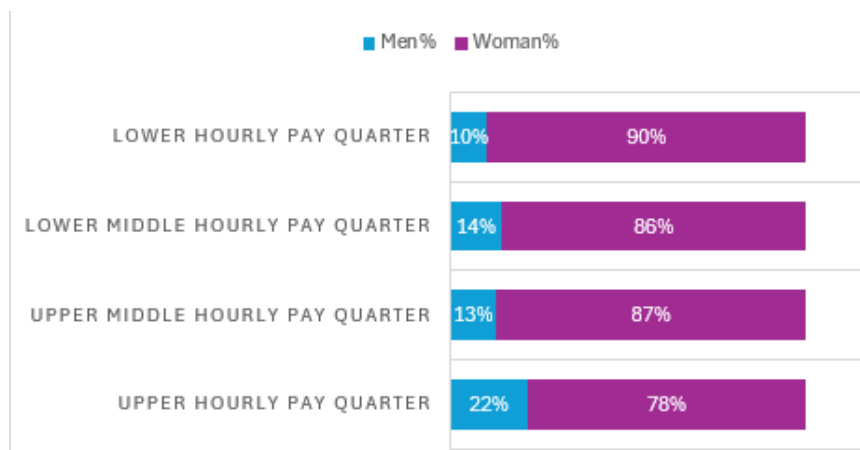
"I am pleased to share the 2025 gender pay gap figures for Build-A-Bear Workshop in the UK. 2025 has been a successful year with the opening of several new partner and company operated locations.

This has improved the accessibility of our multi generational brand, culminating in the delivery of a milestone in 2025: our 5th consecutive year of revenue and profit growth.

Our teams play a vital part in the organisation's success, and we strive to ensure that we provide an environment that is inclusive, diverse, and rewarding. We operate with a culture of "Experience First" across our organisation to ensure that our policies and processes are consistent, fair, and aligned with our company core values"

Matt Payne- HR Director (UK)

Gender Pay Gap Results



The overall median (Mid-range) gender pay gap was 4% in favour of men which is 3% improvement on the previous year's gender pay gap report.

To put the pay quartiles into context, the total headcount across the organisation stood at 83% female and 17% male. Therefore, women represent a large proportion across all pay quartiles. Our Bear Builders (Sales Representatives) represent 72% of our population and are paid based upon pay ranges, influenced by the National Minimum Wage, along with store location and is irrespective of gender.

Gender Pay Gap Report

2025

All team members have the opportunity to earn a bonus from day 1 of employment



BUILD-A-BEAR

Bonus Gender Pay Gap Results

The mean bonus gender pay gap in 2025 was 54% and a median gender pay gap of 83% in favour of men. Our bonus structures are fixed and weighted by job role, with every team member included in our bonus program from day 1 of employment.

Our bonuses are performance based and awarded with monthly, quarterly, and annual frequency depending on job role. Our inclusive incentive program is planned to continue giving a great opportunity to reward the performance and increase the earning potential for our team members

From a holistic perspective, as part of a global business we are proud to say that the Board of Directors of our ultimate parent company, based in North America is 43% female, along with our President and CEO. Additionally, 50% of the C-Level employees of our parent company are female along with 50% of the UK Leadership team



ABOUT BUILD-A-BEAR®

Build-A-Bear is a multi-generational global brand focused on its mission to "add a little more heart to life" appealing to a wide array of consumer groups who enjoy the personal expression in making their own "furry friends" to celebrate and commemorate life moments. Nearly 500 interactive brick-and-mortar experience locations operated through a variety of formats provide guests of all ages a hands-on entertaining experience, which often fosters a lasting and emotional brand connection. The company also offers engaging e-commerce/digital purchasing experiences on buildabear.com and its age-gated, adult-focused "Bear Cave". In addition, extending its brand power beyond retail, Build-A-Bear Entertainment, a subsidiary of Build-A-Bear Workshop, Inc., is dedicated to creating engaging content for kids and adults that fulfils the company's mission

Gender Pay Gap Report

2025

“Our Mission is to add a little more Heart to life”



We challenge every associate to contribute wherever possible to our culture, our communities and our business success. In other words, no matter your role, keep our values at the heart of everything you do. It is our philosophy of ownership and accountability, as well as a call to action in connection with all seven of our **Core Values**



GIVE

Make our communities a better place to live, work and play through contributions of time and talent.



ACHIEVE

Push beyond what seems possible.
Attain maximum results.



COLLABORATE

Trust your teammates and work together to achieve common goals.
Seek the opinion of others.
Take accountability for your actions.



EMBRACE

Value the diversity, individuality and background of associates, guests and business partners.
Cultivate an environment of inclusion.



LEARN

Be intellectually curious.
Own your development.
Listen actively and seek opportunities to improve professionally and personally.



CELEBRATE

Acknowledge success, recognize individual and team contributions and have fun along the way.



WIN

Consistently demonstrate relentless drive to enhance value for stakeholders.
With tenacity, passion and focus, overcome all obstacles and attain excellence.



BUILD-A-BEAR



the stuff you love