



UK REWARD BENCHMARKING

Thornbridge Retail Group plc

Board pack · 2026 H1

Retail & Consumer Goods

50-249 FTE

Peer group: 5 sectors · 10,000+, 1,000-4,999 FTE

CONTENTS

Executive summary	1
How to read this pack	3
Position by area	4
Where to focus	6
What to watch	7
The evidence	8
Appendix — peer practices	10

Comparison pool: 269 UK organisations. See lumihr.co.uk methodology for sources.

On market

overall position — the dashboard verdict

28 of 249

readings above the market median (135 on market, 86 below)

269

organisations in the lumi peer pool

7/10

confidence — 44 organisations in this comparison (high confidence tier)

KEY FINDINGS

1. Thornbridge Retail Group plc sits on market — broadly level with the peer median: 28 of 249 readings above the peer median, 135 within the on-market band, 86 below.
2. Governance & Transparency is the widest area — 19 of its 46 comparable metrics sit below the peer median.
3. Health & Protection holds up best: 14 of 16 metrics at or above the median.
4. The largest gap is Paid emergency or compassionate leave, at the 1st percentile of 38 comparable organisations.
5. 93.2% of the comparison pool have Annual gender pay gap analysis in place; Thornbridge Retail Group plc does not.

Comparison pool: 269 UK organisations. See lumihr.co.uk methodology for sources.

01 Executive summary — the read

Thornbridge Retail Group plc sits on market — broadly level with the peer median on this benchmark: 28 of 249 readings sit above the peer median, 135 on market and 86 below (peer group: 5 sectors · 10,000+, 1,000-4,999 FTE, n=44).

The clearest genuine strengths are Flexible working patterns offered as standard (P94) and Annual leave buy/sell availability (P94).

The pages that follow set out where Thornbridge Retail Group plc leads, the largest gaps to the benchmark, where to focus first, and the practices common in the comparison pool but not yet in place. lumi is a mirror, not a scoreboard: it shows where you stand; the judgement stays with the board.

Narrative composed directly from the figures in this pack — nothing outside the pack's data is used.



Your typical reading sits at **P33**; 135 of 249 sit within the on-market band.

Since your last pack (05 September 2026): above the median 24 → 28, on market 139 → 135, below 94 → 86.

Comparison pool: 269 UK organisations. See lumihr.co.uk methodology for sources.

Data effective

2026 H1 collection window; figures are read from the live benchmark at generation (12 September 2026). No ageing or annualisation is applied — the benchmark is live, not an annual survey.

Peer group

5 sectors · 10,000+, 1,000-4,999 FTE, 44 organisations, drawn from a comparison pool of 269 UK organisations (269 fully classified). Constructed from: industry: Professional Services, Public Sector & Government, Logistics, Transport & Distribution, Hospitality, Leisure & Travel, Media, Communications & Creative Industries · fte band: 10,000+, 1,000-4,999.

Percentiles

P75 means three quarters of peers sit at or below you; scored practices read 0-100 against a defined ladder.

Weighting

Organisation-weighted throughout — every organisation contributes once, regardless of size.

Suppression

Figures resting on fewer than 5 organisations are never shown — including to us.

Anonymity

Peer organisations are never named — by design. Every comparison is against the group, never an individual organisation.

Matching

Comparisons use lumi's registry of defined metrics: every organisation answers the same defined question, so figures compare like with like. There is no job-title matching to go wrong.

A custom peer group chosen by your team — your own sector and size band sit outside it; reads are against that chosen market.

Benchmarks are a steer, not a verdict. Where a comparison rests on a small peer group it is marked **indicative** — interpret with caution.

Comparison pool: 269 UK organisations. See lumihr.co.uk methodology for sources.



● below · ● on market · ● above

AREA (METRICS)	TYPICAL	ABOVE	ON MARKET	BELOW
Pensions & savings · 18	P26	1	13	4
Benefits & lifestyle · 35	P27	1	22	12
Wellbeing · 16	P27	2	8	6
Governance & transparency · 46	P29	7	20	19
Incentives & recognition · 16	P32	0	10	6
Health & protection · 16	P33	1	13	2
Time off & family · 45	P37	8	23	14
Pay · 23	P44	3	15	5

Governance & Transparency carries the most ground to make up: 19 of its 46 comparable metrics sit below the peer median. Health & Protection reads closest to the market, with 14 of 16 at or above it. Governance metrics sit beside the headline (no market rate) and are not counted here.

What "competitive" means here

The reference point is the peer median (P50) — the middle of the market, not its ceiling. A position between P35 and P65 reads as on market: small differences are never treated as gaps. Percentiles locate you among peers — P25 means a quarter of them sit at or below you on that measure.

Comparison pool: 269 UK organisations. See lumihr.co.uk methodology for sources.

Practice choices: in line with the norm on **23** of **73** answered — 23 in line · 24 off the norm · 17 low peer data. 73 of 74 answered · peer pools under 5 excluded · 9 pick-all-that-apply questions counted separately. A different way of doing things is not a gap to close.

- Limits on recognition award frequency: the only one of 34 organisations (3%)— “Informal limits apply” · n=34
- Pay review cycle frequency: the only one of 42 organisations (2%)— “Quarterly” · n=42
- Bonus payment timing after year end: one of 2 organisations (5%)— “Over 4 months” · n=44

Peer-group composition: 269 UK organisations across 14 sectors (269 fully classified); comparisons use the 5 sectors · 10,000+, 1,000-4,999 FTE peer group unless stated. Figures resting on fewer than 5 organisations are never shown.

Comparison pool: 269 UK organisations. See lumihr.co.uk methodology for sources.

The measures below are where the distance to the market is widest. lumi does not price reward changes: what a move is worth depends on the organisation's own headcount, pay and take-up, which the board is better placed to apply than a model.

MEASURE	AREA	WHERE YOU ARE	PEERS WITH IT	N
Annual gender pay gap analysis	Reward	No	93%	44
Bank holiday working premium	Reward	No premium	93%	40
Total rewards strategy (Documented)	Reward	No	90%	41
Allowances differentiation by role level	Reward	No	82%	39

Ranked by distance from the comparison pool. lumi states the gap; what closing it is worth depends on your own headcount, pay and take-up.

Questions the board may ask

- "How reliable are these figures?" — medians from 44 organisations; anything resting on fewer than five is suppressed and never shown.
- "What would it cost to close them?" — the reward strategy sets out which of these are an opportunity for investment and which an opportunity for saving. lumi does not put a figure on either: the amount turns on your own headcount, pay and take-up.

Comparison pool: 269 UK organisations. See lumihr.co.uk methodology for sources.

The benchmark's top flagged items — the same briefing the dashboard shows.

Flexible benefits allowance (Board / Executive)

you 2.7%, peer median 10.3% · Benefits & Lifestyle

Employer pension (Board / Executive)

you 18%, peer median 21% · Pensions & Savings

Employee notice period (Frontline / Individual Contributor)

an alternative to the peer norm · Benefits & Lifestyle

employee pension contribution (Board / Executive)

an alternative to the peer norm · Pensions & Savings

Mental-health support provisions

only 4% of the market has none in place — you're one of them · Wellbeing

Declared reward strategy: **Attract** — the dashboard orders these signals for that stance.

Options to consider

A starting point for your own judgement — not advice.

1. Paid emergency or compassionate leave sits at P1 against 5 sectors · 10,000+, 1,000-4,999 FTE (n=38); worth a closer look.
2. Annual flexible benefits allowance by level % of base pay — Board / Executive is 2.7%, P1 against Organisations like you (n=32) — the board may want to understand what sits behind this.
3. Mental-health support provisions stands at P2 (5 sectors · 10,000+, 1,000-4,999 FTE, n=44) — an area to examine further.
4. Annual gender pay gap analysis sits at P3 against 5 sectors · 10,000+, 1,000-4,999 FTE (n=44); worth a closer look.
5. Total rewards strategy (Documented) is at P5 against 5 sectors · 10,000+, 1,000-4,999 FTE (n=41) — the board may want to understand what sits behind this.

Comparison pool: 269 UK organisations. See lumihr.co.uk methodology for sources.

The strongest positions against the peer median — shown one per measure, ranked by percentile distance — are set out below.

METRIC	YOU	PEER P50	PERCENTILE	N
Flexible working patterns offered as standard Reward · 5 sectors · 10,000+, 1,000-4,999 FTE	P94	score	P94	44
Annual leave buy/sell availability Reward · 5 sectors · 10,000+, 1,000-4,999 FTE	P94	score	P94	41
Bereavement support beyond leave Reward · 5 sectors · 10,000+, 1,000-4,999 FTE	P93	score	P93	44
Pay transparency readiness assessment Reward · 5 sectors · 10,000+, 1,000-4,999 FTE	P92	score	P92	44
Promotion decision governance Reward · 5 sectors · 10,000+, 1,000-4,999 FTE	P92	score	P92	41

Comparison pool: 269 UK organisations. See lumihr.co.uk methodology for sources.

The 5 largest gaps to the peer median, ranked by distance and shown one per measure, follow.

METRIC	YOU	P10	P25	P50	P75	P90	PCTL	N
Paid emergency or compassionate leave Reward · 5 sectors · 10,000+, 1,000-4,999 FTE	P1	—	—	score	—	—	P1	38
Annual flexible benefits allowance by level % of base pay — Board / Executive Reward · Organisations like you	2.7%	7%	8.3%	10.3%	13.8%	16.3%	P1	32
Mental-health support provisions Reward · 5 sectors · 10,000+, 1,000-4,999 FTE	P2	—	—	score	—	—	P2	44
Annual gender pay gap analysis Reward · 5 sectors · 10,000+, 1,000-4,999 FTE	P3	—	—	score	—	—	P3	44
Total rewards strategy (Documented) Reward · 5 sectors · 10,000+, 1,000-4,999 FTE	P5	—	—	score	—	—	P5	41

— = sample too small for that statistic (quartiles need $n \geq 7$, P10/P90 need $n \geq 10$; nothing below $n=5$ is ever shown).

Each of the largest gaps sits below the peer P25 — outside the middle half of the market, not a rounding difference.

Comparison pool: 269 UK organisations. See lumihr.co.uk methodology for sources.

Appendix — practices common among peers but not in place

PRACTICE / POLICY	AREA	YOUR STATUS	PEER ADOPTION
Annual gender pay gap analysis	Reward	No	93.2% (n=44)
Bank holiday working premium	Reward	No premium	92.5% (n=40)
Total rewards strategy (Documented)	Reward	No	90.2% (n=41)
Allowances differentiation by role level	Reward	No	82.1% (n=39)
Formal pay progression policy within bands	Reward	No	81% (n=42)
Job-evaluation / levelling coverage	Reward	None	76.7% (n=43)
Benefit costs tracked centrally as part of total reward	Reward	No	72.7% (n=44)
Time-in-grade promotion expectation	Reward	No	69.8% (n=43)

Methodology: percentiles use linear interpolation; medians (P50) are preferred to means; aggregates resting on fewer than 5 organisations are suppressed; practice adoption is the share of assessable peer answers where the practice is at least partly in place ('Don't know' and 'Not applicable' answers excluded). Full methodology in the lumi platform.

Comparison pool: 269 UK organisations. See lumihr.co.uk methodology for sources.