



# Gender Pay Gap Report

2023

### Travis Perkins plc

Travis Perkins plc is the UK’s largest distributor of building materials and leading partner to the construction industry. It enables customers to build, repair and maintain the buildings and infrastructure that touch all of us, every day, and prides itself on being a purpose driven business with its values, commitment to ‘Doing the Right Thing’ and goal of helping to build better communities and enrich lives, underpinning everything the Group does.

This report covers the period from 1 April 2022 to 31 March 2023 during which the Group had 17,553 colleagues employed across 1,500 branches, offices and distribution centres across the UK.

Travis Perkins plc has an ambition to be an inclusive, diverse and equality driven employer that reflects the wide-ranging communities the Group serves. With the help of a diversity and inclusion advisory board, the Group is working to create an environment where everyone belongs, feels safe and comfortable about who they are, is valued for their contribution and can perform at their best: *You Be You, It Makes Us Us.*



“ We are passionate about building better diversity, equity and inclusion that reflects the wide-ranging communities we serve. We are making progress, but we need to accelerate this to create an environment where all our colleagues feel safe, empowered and confident, and see our business and our industry as one that is welcoming and full of opportunity for them.

Nick Roberts, CEO





## The Gender Pay Gap

The Gender Pay Gap refers to the difference in average pay between men and women in the workforce, and across the UK. Companies with more than 250 employees are required to publish an annual gender pay gap report.

The gender pay gap varies across different sectors and industries and reflects the distribution of men and women in the types of roles they undertake across the organisation.

According to data from the UK Government, in the construction industry, where women make up around 15% of the workforce, the mean pay gap for 2023 was 21%. This compares to a UK national average of 14.3% (source: [Office of National Statistics Gender pay gap in the UK: 2023](#))

Travis Perkins plc has published a gender pay gap report since April 2017. On page 5 there are also individual pay gap statistics for those businesses within the Group (Travis Perkins plc) that employ more than 250 people.

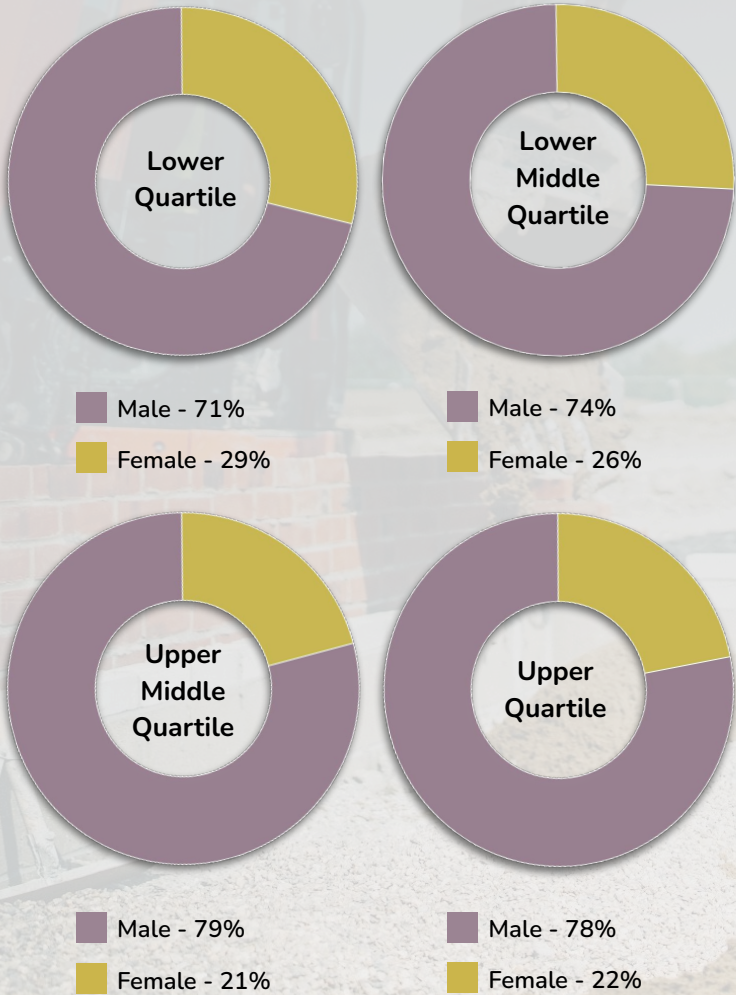




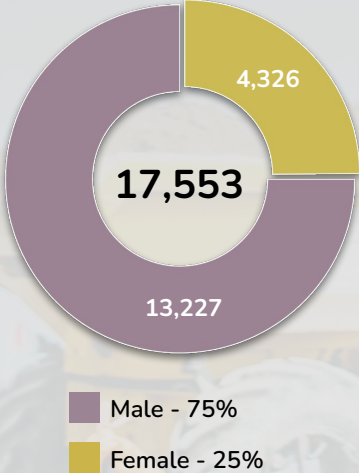
# Pay Gap Information

This data shows the difference between the average earnings of all male and female colleagues, regardless of their role or seniority, and has been submitted to the UK Government.

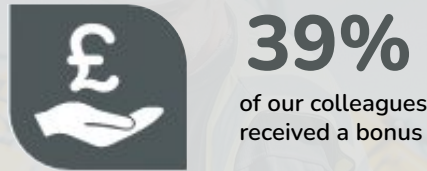
Proportion of male and female employees in each pay quartile band:



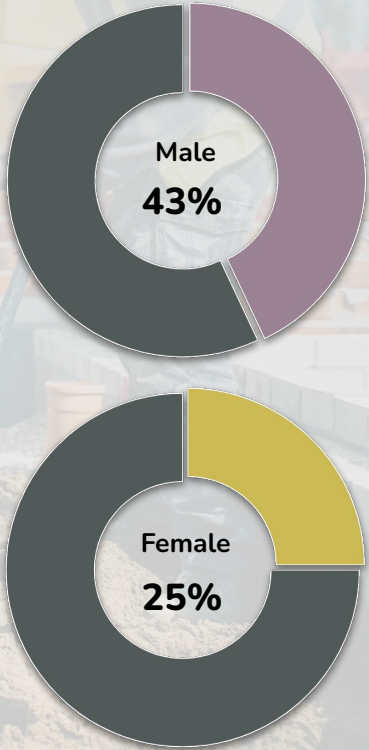
Group headcount:



All of our colleagues are eligible for a bonus:









Colleagues who received a bonus:



Pay Gap	2023	
	Mean	Median
Hourly rate pay	3.3%	5.5%
Bonus pay*	-1.1%	30.0%

\*Bonus pay is the absolute cash value received and is not pro-rated for the number of hours worked.

# Our business

Trading company	Headcount		Mean hourly pay gap	Median hourly pay gap	Mean bonus gap	Median bonus gap	Bonus headcount				Female % by pay quartile			
	Male	Female					Male	Female	% Male	% Female	Lower	2	3	Upper
 Travis Perkins	7,362	1,736	-4.3%	1.0%	-10.1	12.5%	3,676	584	49.9%	33.6%	21.5%	17.5%	16.7%	20.8%
 TOOLSTATION	3,415	1,973	2.3%	0	-4.1%	33.3%	12	17	0.4%	0.9%	35.9%	37.3%	36.7%	36.5%
 CCF	647	150	-6.9%	-6.4%	0.1%	22.6%	602	143	93.0%	95%	15.0%	14.9%	18.7%	27.1%
 Keyline CIVILS SPECIALIST	620	114	-8.8%	-16.4%	9.6%	0	613	112	99.0%	98%	12.0%	10.9%	16.9%	22.3%
 BSS	963	265	1.8%	-1.5%	17.4%	30.0%	842	225	87.4%	84.9%	20.4%	21.5%	23.6%	20.8%
 STAIRCRAFT	220	88	10.8%	12.2%	-	-	7	0	3.2%	0	62.3%	23.1%	14.5%	14.3%





## Data Insights

Across the Group, the gender pay gap narrowed by 1.2% to 3.3% (mean), and by 0.7% to 5.5% (median) compared to last year's report. Within the Toolstation business, the median pay gap remained at 0, which is in line with last year's report.

The gender pay gap at Travis Perkins plc was significantly better than the UK average of 14.3% and 21% in construction (source: Office of National Statistics Gender pay gap in the UK: 2023)

There were fewer bonus payments overall in 2023 due to the Group's business performance, but for those that did receive a bonus, the gap between the amounts received by men and women reduced (at both the mean and median). The median bonus gap was significantly higher than the mean gap due to the impact of more women taking up flexible working patterns.

During the reporting period, the proportion of women in the Group workforce remained consistent at 25%. This is significantly more balanced when compared to the wider construction industry where 15% of the workforce are women (source: Office of National Statistics).

Toolstation continued to maintain the strongest gender balance within the Group, with 37% of their workforce being female, whilst CCF and Staircraft both saw an increase in the number of women in their workforce by 2.3% and 2.9% respectively.

With regards to the pay quartiles, 1% more women than last year now sit in the top half of the pay range, whilst there are 1% fewer women in the bottom half versus 2022. However, females continue to be over-represented at the lower pay quartiles and under-represented in the upper pay quartiles.



2023 was a challenging year for our Group. Whilst addressing difficult trading conditions, we remained a certified Top Employer and stayed focused on closing the gender pay gap. As Toolstation has shown, it is possible, and we see the progress we have made overall as evidence of our Diversity, Equity and Inclusion strategy in action; focusing on having supportive commitments and policies in place, whilst promoting wellbeing and belonging and developing skills for the future.

### Supportive commitments and policies

We continued to build on our industry leading framework of progressive family leave and diversity, equity and inclusion policies by facilitating systems to track priorities and progress. Our colleagues tell us what a difference these policies make to their everyday lives.

I was pleased to see that our **CCF** and **Staircraft** businesses significantly improved the number of women in their businesses. To enable future women leaders, we are a member of **The 30% Club**, and have so far helped to facilitate cross-company mentoring for more than 100 female managers. This has helped to improve the gender balance in our leadership population, including branch managers.

As a leader in the industry, 2023 saw us extend our commitment to driving improvements in the wider sector, and by co-founding the **Construction Inclusion Coalition** (CIC) we are now helping to tackle diversity from an industry perspective in a more collaborative way.

### Wellbeing and belonging

We continued to support colleagues' wellbeing, and with the continued cost of living pressures, there was a particular emphasis on financial wellbeing to ensure we retain and attract good and diverse talent.

The majority of colleagues received a salary increase of at least 6% in April 2023, with those on lower incomes receiving a larger award and a lower award for senior executives.

The Group introduced free mortgage advice, facilitated education on financial wellbeing and pension awareness, and continued roll out of **Wagestream**: the financial management app, which enables colleagues to save and access salaries more flexibly.

The number of colleagues who signed up to our **DigiCare+** app, for easy access to health checks, doctor consultations, mental health and nutritional support continued to rise. We also introduced new online total reward statements to help colleagues better understand, navigate and access the wealth of other great benefits we have for them.



*Emma Rose*

**Emma Rose**  
Chief HR Officer



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## Building diversity through skills

Whilst 25% of our workforce are women, this rises to 40% for those who undertake apprenticeships. This demonstrates the power of skills to create meaningful change, and in 2023, we celebrated our 1,000th apprentice to graduate since the levy was introduced. We also launched a landmark target to train 10,000 apprentices by 2030.

We continued to evolve our award winning 40+ apprenticeship programme offering, and to climb the rankings both in the **Apprenticeships Top 100 Employers** (38) and **Rate My Apprenticeships Best 100 Employers** (23), and were delighted to be awarded a 'Good' Ofsted rating for our Apprenticeships.

Beyond our own business, too many people still think the construction sector is not for them. This means we need to look beyond our own business to accelerate progress, and in 2023 our CEO Nick Roberts was appointed sponsor of People and Skills at the **Construction Leadership Council** to facilitate a sector-wide skills plan with joint actions and commitments.

We are pleased about the progress we continued to make last year. Besides a narrowing of the pay gap, the initiatives mentioned above helped lead to a 8% reduction in the turnover of female colleagues.

Our engagement survey also showed that more female colleagues 'feel a sense of belonging at this company', and that 'regardless of background, everyone at this company has an equal opportunity to succeed'

However, we know we have more work to do, and will remain focused on closing the pay gap by building a culture where everyone can be themselves regardless of gender, ethnicity and demography.

## *You Be You, It Makes Us Us*





## Supporting careers

In 2013, Amy Desai joined Keyline, a leading specialist business which supports housebuilders, groundworkers and infrastructure contractors with the products they need to build and redevelop houses, roads, rail, utilities and other facilities from 40+ branches across the UK.

Amy was attracted to the role by learning on the job and challenging herself in a male dominated industry. Having worked herself up from the yard to sales, and then via transport to administration, Amy demonstrated her value and commitment: “Being young and female meant I had to work hard, but this was recognised and colleagues were really supportive when I was promoted; first to assistant branch manager and then to branch manager at Keyline Brentford,” she explained.

When Amy decided to have children, she worried about how she would combine this with being a branch manager: “I loved my job, but there were few childcare options. Having discussed it with the Financial Director and the Sales Director, however, I was delighted they saw my potential and offered me an office-based finance manager role. This enabled me to learn and grow, whilst adding value, and developing my career and having a family,” Amy continued.

Amy now has a child aged three and says the new family leave policies have been invaluable: “For the first three months, I worked part time by using my holiday allowance. This meant I could ease myself back into work and build up my confidence gradually. It really was an amazing experience,” Amy concluded.



“

Since I started working here, I've seen so many more women coming through the ranks and building thriving careers here. Women are now paving the way for others, so it doesn't matter if you're a guy or a girl, as long as you're willing to learn, there are so many varied roles, and potential for progression here.

”

Amy Desai  
Finance Manager, Keyline



# Expanding diversity

The construction sector has one of the most rapidly ageing workforces in the UK, with research showing that around a third of the UK’s workforce is retiring in the next ten years.

Despite this, the industry is currently only made up of 15% women and 6% from ethnic minority backgrounds and faces challenges attracting and recruiting from a diverse pool of talent. To help address this, in 2023 Travis Perkins plc partnered with other organisations across the construction sector to establish the Construction Inclusion Coalition (CIC) to improve equity, diversity and inclusion (EDI) in the sector.

Construction Inclusion Coalition Chair and Toolstation Managing Director, Angela Rushforth, says: “The future of our industry is at risk if we don’t create an environment where all our colleagues feel safe, empowered and confident. I want all young women to see the construction sector as I do - full of opportunity.”

Alongside Coalition Partners, Travis Perkins plc is urging businesses across the industry to join the initiative and take the Built on Better Pledge. The pledge covers seven areas the business and other members commit to working on and progress will be tracked annually and shared in a public report.

The Coalition has also been endorsed by the Construction Leadership Council; the leading body which draws together business leaders from across the construction sector and links them with the UK government.



“ This is an industry-wide challenge that requires industry-wide solutions, which is why the Construction Inclusion Coalition has been set up to improve equity, diversity and inclusion. We are calling on businesses across the sector to join our Coalition and commit to taking action in their organisations. ”

**Angela Rushforth**  
Construction Inclusion Coalition Chair  
and Toolstation Managing Director







**Together, we pledge to**

- INSPIRE**  
Work together to inspire the next generation of leaders in the construction industry
- LISTEN**  
Conduct internal surveys on equity, diversity and inclusion, and to act on the main problems and barriers identified
- SHARE**  
Develop and share resources from within and beyond the construction industry
- EDUCATE**  
Educate ourselves, our colleagues, and the wider industry around aspects of equity, diversity and inclusion
- SUPPORT**  
Support a healthy and collaborative workplace environment, and maintain a whistleblowing procedure where colleagues feel comfortable speaking out
- MEASURE**  
Commit to benchmarking, tracking and sharing equity, diversity and inclusion data within organisations
- REPORT**  
Assess our equity, diversity and inclusion progress on an annual basis, publishing a report and outlining a plan for further action every year as a coalition

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