

Gender Pay Gap Report

2022



A leading partner to the construction industry

Travis Perkins plc is the largest distributor of building materials in the UK and the leading partner to the construction industry. A trade-focused Group, it serves generalist and specialist trades with products and services that are designed to help customers to grow their businesses in new and established markets.

The Group is a business at the heart of our communities with a team of over 18,000 colleagues, who take great pride in working closely with customers and suppliers, and caring for each other and the communities where we live and work.

The business is absolutely passionate about building a culture of learning and belonging, where everyone can be themselves, and where we help colleagues to grow and ensure they have the skills, confidence, ambition and support to feel and perform at their best, so we deliver a construction industry that is fit for the future.



“ We’re here to help build better communities and enrich lives. We enable our customers to build, repair and maintain the buildings and infrastructure that touch all of our lives every day. ”

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 13% of the workforce, the mean pay gap for 2022 was 20%. This compares to a national average of 14.9% according to the **Office for National Statistics** (ONS) estimate for 2022, and 4.5% in Travis Perkins plc in 2022.

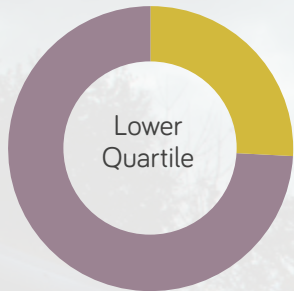
Travis Perkins plc has published a gender pay gap report since April 2017. On page 5 you will also see the individual pay gap statistics for those businesses within the Group (Travis Perkins plc) that employ more than 250 people.



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.

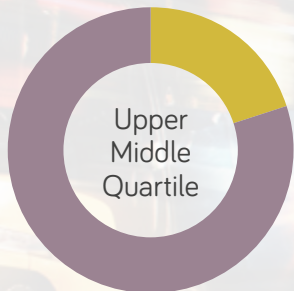
Proportion of male and female employees in each pay quartile band:



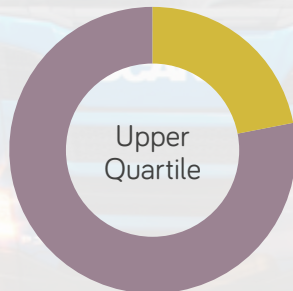
Male - 70%
Female - 30%



Male - 73%
Female - 27%

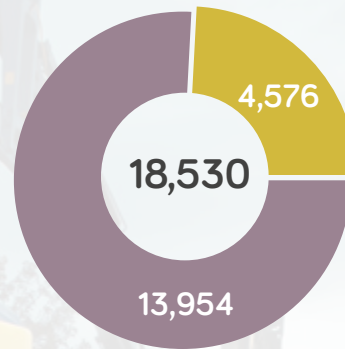


Male - 80%
Female - 20%



Male - 78%
Female - 22%

Group headcount



Male - 75%
Female - 25%

Pay Gap	2022	
	Mean	Median
Hourly rate, pay	4.5%	6.2%
Bonus pay*	37.8%	49.2%

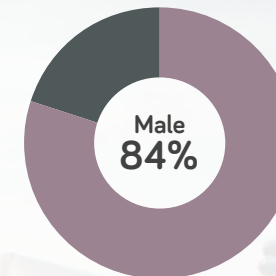
* Bonus pay is the absolute cash value received and is not pro-rated for the number of hours worked.

All of our colleagues are eligible for a bonus

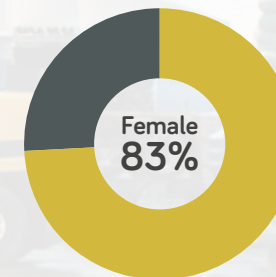


84%
of our colleagues received a bonus

Colleagues who received a bonus









Male
84%



Female
83%



Our businesses

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	8,091	1,871	-3.5%	1.2%	16.4%	0.0%	7,279	1,678	90%	90%	20.1%	18.2%	16.7%	20.2%
	686	136	-3.1%	-3.6%	11.6%	30.0%	524	108	76%	79%	13.1%	14.7%	16.3%	22.3%
 Keyline <small>CIVILS SPECIALIST</small>	636	112	-7.9%	-14.6%	16.5%	0.0%	588	96	92%	86%	12.8%	7.4%	19.0%	20.9%
	921	256	0.4%	1.5%	25.3%	0.0%	834	216	91%	84%	25.1%	19.7%	20.1%	22.1%
	3,420	2,132	2.6%	0.0%	24.4%	0.0%	2,538	1,684	74%	79%	40.0%	38.4%	38.2%	36.6%
	200	69	15.7%	6.1%	63.5%	25.0%	22	7	11%	10%	46.5%	17.1%	24.6%	13.4%



Data insights

The percentage of women in the workforce across the Group has continued to increase. Females now make up 25% of the workforce, an increase of 1% (219 women) versus the previous period, and nearly double the industry average for construction of 13%.

The biggest proportionate increase in the number of new female recruits was in BSS, where the number of women increased by 3% (from 18 to 21%). The proportion of females in the workforce at Toolstation, which has traditionally enjoyed the strongest gender balance within the Group, remained stable at 38%.

The median pay gap at Toolstation reduced from 5.1% to 2.6% versus the previous period. In comparison, the Group's overall mean pay gap narrowed from 5% to 4.5%, whilst the median pay gap increased from 2.9% to 6.2% versus the same period last year.

Compared to the latest **ONS estimates**, this means that both the mean and median gender pay gap at Travis Perkins plc was significantly better (less than half) than the UK average.

These findings can be attributed to the Group increasing its intake of women, many of them in starter roles with pay in the lower pay quartiles (up 5% versus last year), whilst there are more men in the higher salary quartiles. As those women who were recruited into starter roles grow with the business, it is envisaged that more

female colleagues will move into the higher pay quartiles and close the pay gap over time.

Whilst the overall number of colleagues who received a bonus increased by 5% to 85%, and the number of women who received a bonus was up 10% versus the previous period, there was an increase in the mean and median bonus gap by 1.2% and 49.2% respectively compared to the previous period.

As referenced above, this increase in the bonus pay gap can be attributed to the Group increasing its intake of women, many of them in starter roles with pay in the lower pay quartiles with lower bonus outcomes. It should also be noted that this period saw a substantially larger bonus payout versus the previous period, which came on the back of changeable trading conditions due to the pandemic. As a result, there was a substantially higher number of colleagues that received bonus payments in 2022, which then created a higher differentiation between male and female colleagues.

Still, there were businesses which made substantial progress, such as BSS, which succeeded in reducing the mean bonus gap by 17% (from 42% to 25%) and the median bonus pay gap to 0%.

Unlocking potential and growth

2022 was a tough year that presented major challenges at home and at work. Despite this, we continued to improve our business for both colleagues and customers.

This included making progress on our goal to help develop a next generation workforce that is more diverse and skilled, and holds the key to unlock sustainable growth within our own business, as well as in the construction sector and the UK economy more widely.

We acknowledge that women continue to be underrepresented within our Group, but I am really proud that we improved the gender balance in our business by increasing the number of women across the Group by over 200 during the period.

It is pleasing to see there was also a narrowing of the mean pay gap (by 0.5 to 4.5%) as a result of the initiatives we have put in place to drive better diversity. The median pay gap (up 3.3% to 6.2%) increased due to the proactive investments we have made in entry level talent attraction schemes, such as apprenticeships, but given that 40% of our apprentices graduates are female, we see this as a great way to improve the gender balance within our business in the longer term.

Values Led

During the reporting period, hundreds of colleagues from across the Group helped us to reshape our values – *We Care; We're Better Together; and We Give our Best to Be the Best*. These underpin everything we do and inform our strategy to close the gender pay gap and increase representation of women across our Group.

Our priority is building a caring, inclusive culture and we are doing that by providing support for colleagues so that everyone feels they can bring their whole self to work. This means celebrating the diversity of our colleagues and the communities where we operate, and modernising our business to build in greater flexibility into our roles and work patterns, and expanding our progressive family policies, which now also cover menopause and adjustments to support colleagues with a disability; seen or unseen.

Talent and Skills

To attract a more diverse next generation workforce, and ensure current colleagues have the opportunity to upskill and grow with us, we have invested in making colleague learning and development accessible and fun, with a new app and a virtual reality onboarding platform.

We successfully used the Government's Kickstart programme to provide work placements for 600 young people at risk of unemployment, and I am delighted that over 200 of those went on to become permanent colleagues, and many are now apprentices in our business.

We have also expanded our industry leading apprenticeship programmes to the wider industry, and, after celebrating our 1000th graduate apprentice, we have set ourselves an ambitious target to train 10,000 apprentices across the construction industry by 2030.



Handwritten signature of Emma Rose.

Emma Rose - Chief HR Officer

Wellbeing

Finally, as a business that cares, we continued to support our colleagues with resources and benefits to help their income go further during the past year. We made a one off cost of living payment to 95% of our colleagues. We launched a financial wellbeing platform, Wagestream, and an app, DigiCare+ which gives easy access to health checks, doctor consultations and mental health and nutritional support at the click of a button.

As a leader in our sector, we remain determined to close the gender pay gap and help shape the diversity and inclusion of the industry in which we operate. This will ensure we better represent those we serve, and that we unlock the potential of the communities we are at the heart of, helping to deliver a construction industry that is fit for the future.

New Menopause Policy

In 2022, the Group signed up to the Menopause Workplace Pledge, partnered with the Menopause Experts Group and created a policy to support colleagues, encourage open conversations, and help signpost and direct colleagues across the Group to advice and assistance for those affected by the menopause.

More than 100 colleagues have joined the Group's online Hot Flush community, which complements the Group's wellbeing hub, and training for the Group's 18,000+ colleagues is well underway. There are also webinars and the Group's drop in cafe initiative, where issues relating to menopause are being discussed.

Carolyn Harris, MP, Chair of the Menopause APPG and Co-Chair of the government's Menopause Taskforce congratulated Travis Perkins plc on its policy and said:

"With the shocking statistic that one in ten women are leaving the workplace due to lack of support during the menopause, it is fantastic to see employers taking the issue seriously and making changes that will really benefit women at this time of their lives. I am delighted that Travis Perkins has listened to what their employees need and has introduced a Menopause Policy. This will not only make staff feel valued and understood, but will also benefit the business as they will be able to retain loyal and experienced members of their team. When we talk we learn, and by introducing this policy, Travis Perkins will encourage that conversation and make the workplace a better and more inclusive place for everyone."



I had no idea that I was perimenopausal for a long time. Hot flushes, brain fog, headaches and poor sleep meant my confidence plummeted overnight and I struggled at work, particularly in presentations when I would lose my train of thought or forget simple things. I have found the menopause training, Hot Flush Community and menopause webinars a great help. These have enabled me to have open conversations with my line manager, who has been really supportive, and also much better conversations with my GP.

Karen Horsley
Programme Manager
Keyline

Attracting and building diversity

BSS has an ageing workforce which is predominantly male and depends on the colleagues' strong knowledge base, which has been built up over many years' service. To help facilitate change, the business decided to establish a fast track development programme where recruitment was targeted at a more diverse audience. The target was to select high potential talent and accelerate their progression to get them ready for assistant branch manager roles within a two year period with the help of a carefully tailored management apprenticeship.

Following an overhaul of job adverts and a review of recruitment channels and the application process, the first cohort, which was recruited in 2021, consisted of nine women and one man - two apprentices for each of the five BSS regions.

Commercial Branch Support Supervisor, Megan Burroughs, was one of them.

"In 2020, I started to study sociology at university. I enjoyed the subject, but when the pandemic hit, I moved back home, and decided to quit, as I just wasn't getting what I wanted from the course," she explained.

"I didn't know anything about BSS, but what attracted me to the job was the pay, which was more than twice that of a normal apprenticeship role, the fact they looked beyond qualifications and offered me the chance to progress fast in a structured way,"

Megan has now completed her Level 2 Trade Supplier Apprenticeship, and is making good progress with her Level 3 Management Apprenticeship, which she will complete this summer.

BSS has continued to use the fast track development programme to attract further diversity into the business, building on the gender success of Megan's cohort with ethnicity and ability.



Being a young woman can be tough in this business sometimes, but I've been able to buy my own house at a time when my friends at uni are only just finishing, and I've had so much support and such a varied career already. I've worked in five different branches and recently moved into Commercial. I now just want to carry on moving up the career ladder, and so will most likely start another apprenticeship once this one comes to an end.

Megan Burroughs

Commercial Branch Support Supervisor
BSS

From farmer to merchant

Amber Cameron, is a driver at the Travis Perkins Fort William branch. Following the birth of her daughter, Lilidh, in 2022, Amber benefited from the new and progressive family leave policies the Group launched in 2021. Having phased her return to work, she is now back at work as a driver one day a week.

“I grew up on a farm and drove tractors and horse boxes as soon as I was old enough. Career opportunities can be limited in this area, and so I studied farming to become a dairy farmer and then a fish farmer.” Amber explained.

She loved the outdoors, was used to working hard and spending time alone for long periods of time. She was also confident around big machinery; all qualities that came in handy when Amber decided to sit her HGV licence and have a change of career.

Despite having no experience in construction, Amber is pleased her branch manager took a chance on her: “I really enjoy driving and following customer projects from start to finish. Most customers are male, and they’re a bit taken aback at first when they see a female driver and wonder if I can handle the crane, but they soon get used to me, and even missed me when I was on maternity leave.

“I enjoy being back, and I’m so pleased that I’m able to work sociable hours as well as part time, so I can combine my driving with looking after Lilidh.” Amber concluded.



I would recommend this job to anyone who enjoys driving and meeting people. I love being out and about, sitting at a desk just isn't for me, so this suits me much better than being a farmer where you may not see anyone for days. Then there's the branch team, which is just like an extended part of my family.

Amber Cameron
Driver
Travis Perkins



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