



Travis Perkins <sup>plc</sup>

GENDER  
PAY GAP  
REPORT 2018



**CAROL KAVANAGH**  
Group HR Director

## IMPROVING DIVERSITY

The key to the Group's success has always been its people. We believe we have the best people and the best place to work in the industry, and as a result, that we are well placed to win in the market. The Group believes that it is important for all of our 29,000 colleagues to thrive and have equal opportunities at work, regardless of their background, race, ethnicity or gender.

In 2018 the pay gap for our Group was 11%, which continues to be better than the UK average of 17.9%.

## BUILDING OUR PIPELINE

We recruited more women into the business at all levels in 2018 compared to the previous year. In 2018 43% of our new recruits and transfers were women. This shows that we are moving in the right direction. When we attract more women into colleague roles, we accept that this could increase our gender pay gap in the short term, but we know that we are targeting females into roles that will give them greater opportunity to move into management.

This will help us build a business which is sustainable and more diverse in the longer term.

## DEVELOPING OUR PEOPLE

At Travis Perkins, we strongly believe that developing the best colleagues, branch managers and leaders makes good commercial sense and is good for our people and our business.

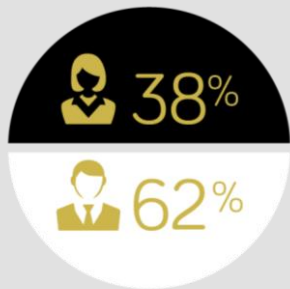
Development investment has focused on strengthening the leadership pipeline at all levels. This has been delivered through a tailor-made approach in each of the Group's businesses, which has already created benefits, including 60% of all appointments to senior leadership roles in 2018 being made from home-grown talent.

## CONTINUING OUR JOURNEY

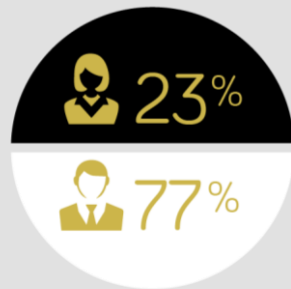
We launched our Workforce with a Difference initiative in 2013, and since then, we have seen consistently encouraging improvements in diversity and inclusion across the Group. In particular, we have seen a marked increase in the number of women in senior positions, from 9% in 2013 to 19.4% in 2018. This includes women in Managing Director, and Branch and Store Manager roles.

# GENDER PAY GAP – TRAVIS PERKINS

## PROPORTION OF MALE AND FEMALE EMPLOYEES IN EACH PAY QUARTILE BAND



1. LOWER QUARTILE



2. LOWER MIDDLE QUARTILE

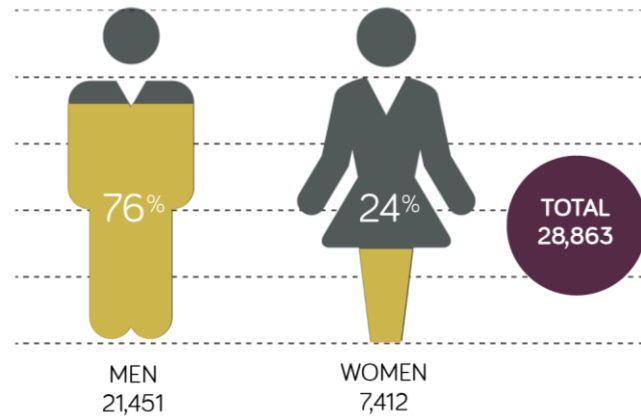


3. UPPER MIDDLE QUARTILE



4. UPPER QUARTILE

## GROUP HEAD COUNT



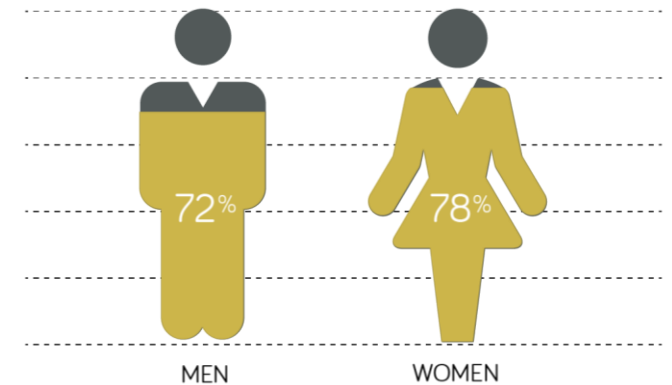
PAY GAP	2018	
	Mean	Median
Hourly rate	11%	11.6%
Bonus pay*	25.7%	28.55%

\*BONUS PAY IS THE ABSOLUTE CASH VALUE RECEIVED AND IS NOT PRORATED FOR THE NUMBER OF HOURS WORKED






## ALL OF OUR COLLEAGUES ARE ELIGIBLE FOR A BONUS







## COLLEAGUES WHO RECEIVED A BONUS



# GENDER PAY GAP – OUR BUSINESSES

BUSINESS	HEADCOUNT AND GENDER	PAY RATE	PAY GAP 2018		PERCENTAGE OF FEMALES BY PAY QUARTILE			
			Mean	Median	Quartile 1	Quartile 2	Quartile 3	Quartile 4
	10,526	Hourly rate	-2.3%	-2.7%	14.93%	19.80%	19%	19.73%
	Women: 1,933, Men: 8,593	Bonus pay	13.1%	30.0%				
	7,315	Hourly rate	12.8%	9.4%	45.91%	46.67%	29.49%	27.11%
	Women: 2,721, Men: 4,594	Bonus pay	25.3%	24.4%				
	3,133	Hourly rate	7.5%	1.9%	43.56%	41.41%	43.76%	33.88%
	Women: 1,295, Men: 1,838	Bonus pay	36.4%	15.8%				
	1,741	Hourly rate	13.5%	5%	15.83%	20.92%	23.22%	5.52%
	Women: 285, Men: 1,456	Bonus pay	53.3%	12.8%				
	1,033	Hourly rate	5.4%	-0.2%	11.97%	17.44%	16.67%	13.18%
	Women: 153, Men: 880	Bonus pay	33.5%	2.1%				

## GENDER PAY GAP – OUR BUSINESSES

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			Mean	Median	Quartile 1	Quartile 2	Quartile 3	Quartile 4
 <b>Keyline</b>	999	Hourly rate	-0.4%	-13.4%	14%	11.20%	21.29%	15.60%
	Women: 155, Men: 844	Bonus pay	17.0%	-4.3%				
 <b>BENCHMARK</b> Kitchens and Joinery	971	Hourly rate	7.5%	4%	18.80%	44.92%	30.17%	22.63%
	Women: 281, Men: 690	Bonus pay	19.5%	2.6%				
 <b>CCF</b>	911	Hourly rate	0.7%	-4.5%	12.23%	16.16%	15.56%	23.25%
	Women: 153, Men: 758	Bonus pay	37.1%	0%				
 <b>Tile Giant</b>	401	Hourly rate	6.4%	4%	27.72%	14%	21.90%	12.63%
	Women: 77, Men: 324	Bonus pay	24.2%	24.0%				