

**Travis Perkins** <sup>plc</sup>

# Gender Pay Gap Report 2017 for Travis Perkins plc

This document outlines the gender pay gap across the businesses within Travis Perkins plc.



# About this report

From April 2017 the government has introduced gender pay gap reporting for all companies with more than 250 employees. The gender pay gap shows the difference between the average hourly pay for men and women across all ages, roles and levels. It differs from equal pay which is the right for men and women to be paid at the same rate of pay for work that is of equivalent value.

## OUR GENDER PAY GAP REPORT IS SPLIT INTO FOUR SECTIONS:

01. Our Group Statistics

02. Our journey to date

03. What is the Gender Pay Gap across our businesses?

04. What are we doing to close the gap further

## What are we reporting on?

We have reported on our Group gender pay gap figures and 9 of our business units which fall under the regulatory reporting guidelines.

The gender pay gap is the difference between the average hourly pay received by men and women across Travis Perkins plc and our associated business units for reporting purposes as of 5th April 2017. We are reporting two measures of our gender pay gap - the mean and median gender pay gap. The median gender pay gap removes any influence of very high and very low pay.

### WHAT IS THE MEAN?

The mean average involves adding up all the numbers and dividing the result by the number of values in the list. We calculate the mean average for both men's and women's hourly pay and report the percentage difference.

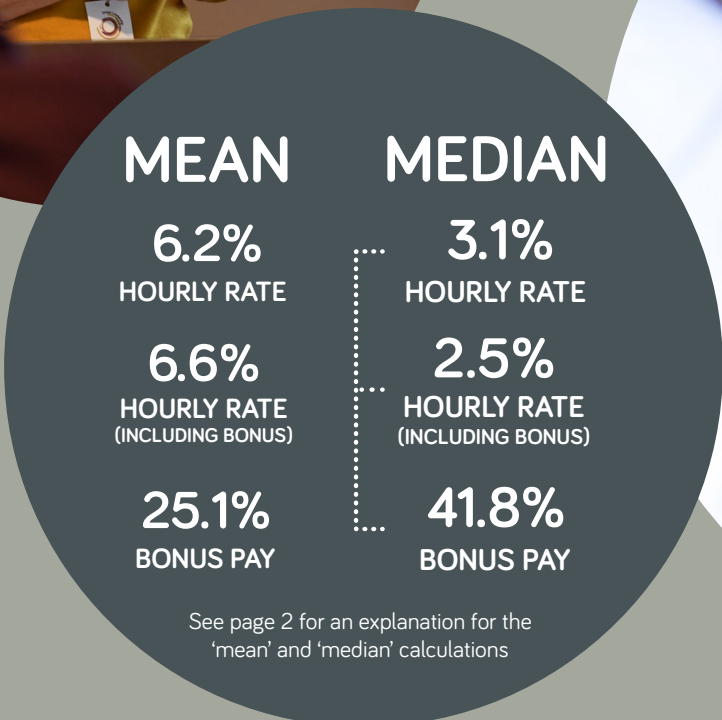
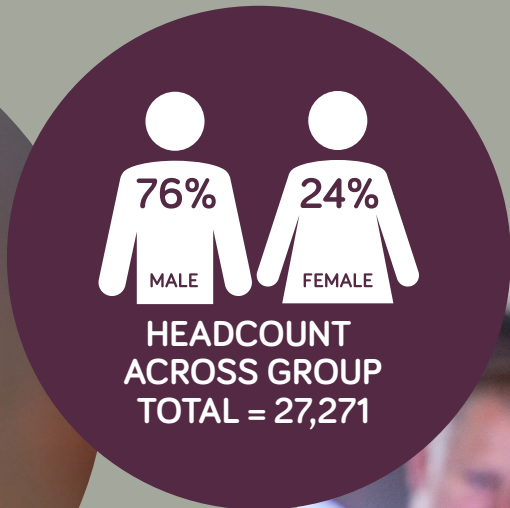
### WHAT IS THE MEDIAN?

The median involves listing all the numbers in numerical order. The median is the middle number. We calculate the median for both men's and women's hourly pay and report the percentage difference.

# Our Group Statistics

Our average Gender Pay Gap is 6.2% and this is significantly below the UK average (18.1%). There is still an opportunity for further improvement.

Our data shows that we have more men working in senior positions and that we have fewer women across the Group. Given that gender pay gap data can be skewed by the number of men and women in a business and the gender split at each level, we felt that it was important to communicate with our colleagues that having a gender pay gap does not mean that men are paid more than women in our business.



See page 2 for an explanation for the 'mean' and 'median' calculations

# Our journey to date

The current gender pay gap which exists across our business is predominantly driven by two key factors. Firstly, there are currently more men holding senior roles across the Group and secondly, part time opportunities in our business are mainly filled by women. Also, in some instances our bonus pay gap appears to be large however this metric is not normalised to an hourly rate worked. This is why we are reporting on both total bonus payments and our hourly pay gap which includes bonus, as this provides a more accurate representation of our gender pay gap.

Another significant factor is that historically women have been underrepresented in the building product sector and as a result it has been a challenge to attract more women to roles and career opportunities across our Group. Whilst we will continue to seek ways to improve our attractiveness as an employer to prospective female employees this will take time and is directly linked to shifts in the wider external educational and employment landscape. Analysing our current gender pay position in readiness for disclosure we are confident our businesses have a number of proactive initiatives in place

At Travis Perkins plc we strongly believe that a 'Workforce with a Difference' doesn't just make good commercial and business sense, it's good for our people and our customers too. We are also passionate about influencing and improving diversity in the construction industry.

We launched our 'Workforce with a Difference' culture change initiative in 2013 following my appointment as CEO. Since then we have seen consistent, positive and encouraging changes across the Group and a significant reduction in our gender pay gap.

**John Carter**  
CEO

We operate a direct sourcing recruitment model focused on candidate attraction campaigns and over the last four years this has helped us innovate to find new ways of attracting women to having a career in one of our B2B businesses and to the Construction Industry as a whole. Against this backdrop we are incredibly proud that the number of women in leadership positions overall has increased from 9% in 2013 to just over 19% in 2017, despite the attraction challenges.

As a direct result of our culture change initiative our workforce now includes 7 female Managing Directors and over 160 female Branch/ Store Managers. In addition of the 54 apprentices recruited in 2017, 21 were female which will help to strengthen our management pipeline.

Our new apprenticeship programme launched in 2017 will develop circa. 2000 younger and more diverse apprentices at each level of the business.

Our internal 'Workforce with a Difference' digital community has also gone from strength to strength. There are now over 1,500 members who actively contribute to and drive change in the business via this community tool. Owned by our colleagues across all of our businesses, the community has already driven positive improvements to uniform, working hours and language in company documentation and policies. Unconscious bias training and changes to recruitment advertising are now also commonplace within the business to tackle previously unforeseen barriers for women when choosing a career with us.

I remain committed to the journey we have started to further improve gender diversity at all levels. We have set out on the next page a selection of the initiatives that are already in place; we will build further on these to achieve our goal of doubling, again, the number of women in leadership positions over the next five years.

# What is the Gender Pay Gap across our businesses?

## CONSUMER

MEAN	
Hourly Rate	10.8%
Hourly Rate inc Bonus	11.2%
Bonus Pay	19.3%
MEDIAN	
Hourly Rate	1.2%
Hourly Rate inc Bonus	-0.4%
Bonus Pay	8.0%
% WHO RECEIVED A BONUS	
Male	86.0%
Female	86.0%
QUARTILE 1	
Male	57.0%
Female	43.0%
QUARTILE 2	
Male	70.0%
Female	30.0%
QUARTILE 3	
Male	63.0%
Female	37.0%
QUARTILE 4	
Male	68.0%
Female	32.0%

MEAN	
Hourly Rate	7.5%
Hourly Rate inc Bonus	7.7%
Bonus Pay	0.0%
MEDIAN	
Hourly Rate	0.0%
Hourly Rate inc Bonus	1.5%
Bonus Pay	26.2%
% WHO RECEIVED A BONUS	
Male	51.0%
Female	51.0%
QUARTILE 1	
Male	56.0%
Female	44.0%
QUARTILE 2	
Male	59.0%
Female	41.0%
QUARTILE 3	
Male	56.0%
Female	44.0%
QUARTILE 4	
Male	68.0%
Female	32.0%

MEAN	
Hourly Rate	8.4%
Hourly Rate inc Bonus	8.2%
Bonus Pay	13.2%
MEDIAN	
Hourly Rate	5.5%
Hourly Rate inc Bonus	4.5%
Bonus Pay	1.7%
% WHO RECEIVED A BONUS	
Male	82.0%
Female	80.0%
QUARTILE 1	
Male	70.0%
Female	30.0%
QUARTILE 2	
Male	85.0%
Female	15.0%
QUARTILE 3	
Male	82.0%
Female	18.0%
QUARTILE 4	
Male	88.0%
Female	12.0%

## GENERAL MERCHANTING

MEAN	
Hourly Rate	0.4%
Hourly Rate inc Bonus	3.6%
Bonus Pay	57.6%
MEDIAN	
Hourly Rate	1.0%
Hourly Rate inc Bonus	1.1%
Bonus Pay	57.1%
% WHO RECEIVED A BONUS	
Male	64.0%
Female	69.0%
QUARTILE 1	
Male	85.0%
Female	15.0%
QUARTILE 2	
Male	80.0%
Female	20.0%
QUARTILE 3	
Male	82.0%
Female	18.0%
QUARTILE 4	
Male	81.0%
Female	19.0%

MEAN	
Hourly Rate	6.9%
Hourly Rate inc Bonus	9.5%
Bonus Pay	27.3%
MEDIAN	
Hourly Rate	4.8%
Hourly Rate inc Bonus	4.0%
Bonus Pay	16.9%
% WHO RECEIVED A BONUS	
Male	61.0%
Female	58.0%
QUARTILE 1	
Male	79.0%
Female	21.0%
QUARTILE 2	
Male	65.0%
Female	35.0%
QUARTILE 3	
Male	72.0%
Female	28.0%
QUARTILE 4	
Male	82.0%
Female	18.0%

CONTRACTS & CITY PLUMBING SUPPLIES



Pipeline & Heating Solutions



MEAN	
Hourly Rate	6.6%
Hourly Rate inc Bonus	8.1%
Bonus Pay	32.5%
MEDIAN	
Hourly Rate	-8.8%
Hourly Rate inc Bonus	-8.5%
Bonus Pay	15.1%
% WHO RECEIVED A BONUS	
Male	64.0%
Female	71.0%
QUARTILE 1	
Male	86.0%
Female	14.0%
QUARTILE 2	
Male	85.0%
Female	15.0%
QUARTILE 3	
Male	79.0%
Female	21.0%
QUARTILE 4	
Male	86.0%
Female	14.0%

MEAN	
Hourly Rate	7.7%
Hourly Rate inc Bonus	7.5%
Bonus Pay	-5.7%
MEDIAN	
Hourly Rate	-3.1%
Hourly Rate inc Bonus	-2.9%
Bonus Pay	-217.2%
% WHO RECEIVED A BONUS	
Male	9.0%
Female	13.0%
QUARTILE 1	
Male	86.0%
Female	14.0%
QUARTILE 2	
Male	88.0%
Female	12.0%
QUARTILE 3	
Male	82.0%
Female	18.0%
QUARTILE 4	
Male	87.0%
Female	13.0%

MEAN	
Hourly Rate	0.1%
Hourly Rate inc Bonus	3.2%
Bonus Pay	60.5%
MEDIAN	
Hourly Rate	-12.2%
Hourly Rate inc Bonus	-10.6%
Bonus Pay	8.6%
% WHO RECEIVED A BONUS	
Male	51.0%
Female	41.0%
QUARTILE 1	
Male	88.0%
Female	12.0%
QUARTILE 2	
Male	85.0%
Female	15.0%
QUARTILE 3	
Male	84.0%
Female	16.0%
QUARTILE 4	
Male	76.0%
Female	24.0%

MEAN	
Hourly Rate	16.3%
Hourly Rate inc Bonus	17.1%
Bonus Pay	44.0%
MEDIAN	
Hourly Rate	7.8%
Hourly Rate inc Bonus	4.7%
Bonus Pay	22.0%
% WHO RECEIVED A BONUS	
Male	56.0%
Female	69.0%
QUARTILE 1	
Male	87.0%
Female	13.0%
QUARTILE 2	
Male	78.0%
Female	22.0%
QUARTILE 3	
Male	79.0%
Female	21.0%
QUARTILE 4	
Male	95.0%
Female	5.0%

# What are we doing to close the gap further across the Group?

Going forward each of our businesses have plans under the 'Workforce with a Difference' banner to evolve from having a leadership driven approach to diversity to one that is owned by colleagues and is firmly placed as part of business as usual activity. A key focus for this work so far has been the drive to close the gender pay gap and we have made an active commitment to continue to reduce this gap and to make our working environment as inclusive, supportive and diverse as possible.

## **RECRUITMENT AND ATTRACTION**

We are transforming our recruitment practices to change the way we recruit to attract people to work in our business. We use social media and direct sourcing techniques along with mixed media campaigns to change the way women think about working in the construction industry. This work also extends to partnering with schools, colleges, the Duke of Edinburgh award and HM Armed Forces - we have also been named a 'Top Apprentice Employer'. In the Contract Merchanting division, we have rolled out a 'Workforce with a Difference' toolkit to all Branch Managers to support with recruitment and attraction.

## **JOB SIZING**

We have a robust job sizing process which enables us to exercise a framework of pay ranges which removes gender bias.

## **CAREER PROGRESSION**

We are improving upon the visibility of progression opportunities across the Group so that roles from branch to Head Office, across all of our business units, are accessible to all.

## **DIVERSITY AND PAY GAP REPORTING**

We have got a more comprehensive benchmarking procedure in place which better complements our approach to pay gap reporting. We now also report on a monthly basis to better track our progress.

## **APPRENTICESHIPS AND EARLY CAREERS**

We are passionate about working with people just starting out in their career. We aim to help young people grow and learn, spotting their potential and developing them to be the future leaders of our business. As part of our Early Careers programme we work with schools, colleges and Universities to raise awareness around the variety of career paths on offer in our business and to recruit into our multi-award winning UK wide apprenticeship scheme. In 2017 we succeeded in attracting young women to 25% of our apprenticeship job opportunities.

## **HELPING PEOPLE RETURN TO WORK**

We trialled Returnships within our Plumbing and Heating Division in 2017 with a view to wider roll out across the Group in 2018. We are also working hard to improve the levels of flexibility around roles across the Group to make part-time working available to more colleagues and candidates.

## **LEADERSHIP DEVELOPMENT**

Our Group leadership succession processes and assessments have been designed to strengthen our leadership pipeline and to proactively foster a more diverse leadership population. For example, all levels of Management from Supervisor to Executive Director in our business undergo unconscious bias training. Our Wickes business has also launched a Women's Leadership Programme.

## **INDUSTRY COLLABORATION**

In 2017 we sponsored the inaugural 'Inspire: Women in Construction' conference. This brought together close to 400 engineering, construction, and housing professionals to hear about the achievements of women leading the way in the built environment and how to encourage more women to consider a career in construction.



The UK Gender Pay Gap report requirement is a regulation under The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and it came into effect on the 6th April 2017. It is designed to provide public transparency in relation to the difference between the earning of men and women within a company. The regulation ensures that registered companies that employ, in the UK, 250 or more people are required to disclose the specifically defined information by 4th April 2018 and the source of data for the required information must be at the 'snapshot date' of 5th April 2017.

Travis Perkins is confident that it complies with the UK's Equal Pay legislation, which governs the right to equal pay between men and women for equal work.

I confirm the data reported is accurate.

**Carol Kavanagh**  
**Group HR Director**