



Gender Pay Gap Report

2025

Welcome to the 2025 gender pay gap report for Travis Perkins plc, UK's largest distributor of building materials.

The breadth, reach and scale of our business means we're in a unique position to supply the entire UK construction industry and provide trade customers with everything they need for their projects, when and where they need it.

We have a strong heritage, and employ colleagues all over the country across six major businesses, which are all leading in their markets.

Our customers are served from a nationwide network of branches and stores with over 1,400 locations, where our operations are underpinned by safety and sustainability, and where customers are offered excellent, service, great range and availability, fulfillment options, finance solutions and value add services.

We have an ambition to be inclusive, diverse and equality driven and are on a journey to create workplaces where everyone belongs, feels safe and comfortable about who they are, and is valued for their contribution so they can perform at their best.

You Be You, It Makes Us Us.



The Gender Pay Gap

The Gender Pay Gap refers to the difference in average pay between men and women in the workforce. Across the UK, companies with more than 250 employees are required collect and monitor data for this and publish the data in an annual gender pay gap report.

The gender pay gap varies across different sectors and industries and will be influenced by 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 in 2025 for all workers, including those who work full and part-time, was 6.9% (mean) and 4.4% (median) in favour of men.

This showed a narrowing of the gap down from 7.1% (April 2024) to 6.9% (April 2025).

(Source: [ONS Gender pay gap in the UK: 2025*](#))

Travis Perkins plc has published a gender pay gap report since 2017, and the data in this report covers the period April 2024 to April 2025.

On page 5, there are individual pay gap statistics for those businesses within the Group with more than 250 employees.

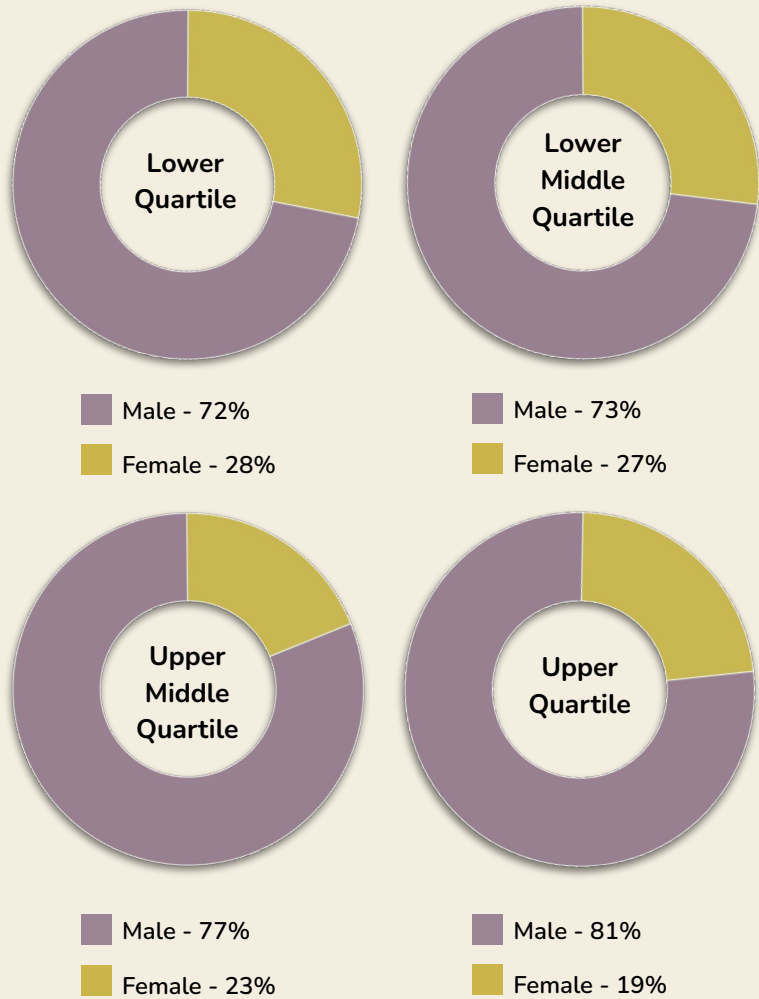
*Figures based on ONS provisional estimates at the time of writing



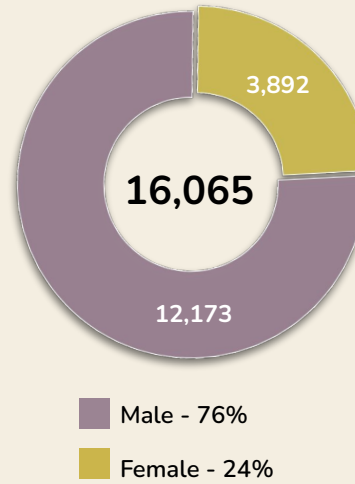
Pay Gap Information

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:



Pay Gap	2025	
	Mean	Median
Hourly rate pay	2.1%	3.6%
Bonus pay*	37.4%	20.3%

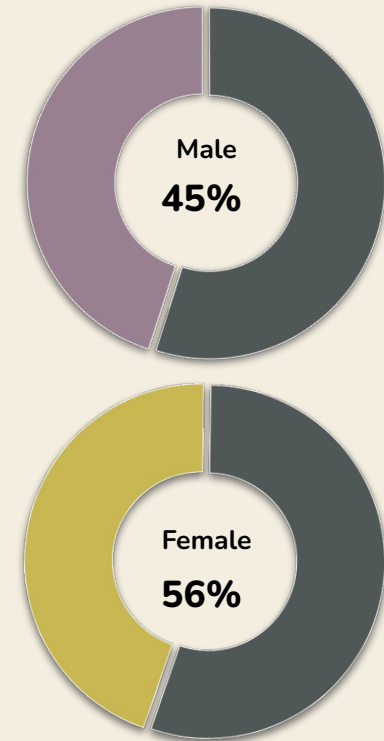
*Bonus pay is the absolute cash value received and is not pro-rated for the number of hours worked.

All of our colleagues are eligible for a bonus:








48%
of our colleagues received a bonus

Colleagues who received a bonus:



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	6,723	1,585	-3.0%	-0.1%	19.8%	0.0%	2,368	470	35%	30%	19.5%	18.6%	16.0%	22.2%
 TOOLSTATION	3,371	1,845	1.3%	-2.4%	18.9%	4.1%	2,920	1,667	87%	90%	35.3%	33.7%	38.3%	33.6%
 CCF	604	121	-5.8%	-3.6%	54.0%	37.7%	46	6	8%	5%	16.5%	11.3%	18.2%	21.0%
 Keyline <small>CIVILS SPECIALIST</small>	521	118	-4.2%	-0.8%	16.0%	0.0%	124	22	24%	19%	20.6%	14.7%	17.9%	20.6%
 BSS	954	223	-6.0%	-2.8%	33.5%	41.7%	19	2	2%	1%	19.7%	15.6%	13.9%	26.5%



Data Insights

Travis Perkins plc has published a gender pay gap report since 2017. The data in this report covers the entire workforces within the Travis Perkins Group. On page 5 are individual pay gap statistics for those businesses within the Group that employ more than 250 people.

During the reporting period, the Group's workforce contracted by around 3.7%. The gender balance was marginally lower than the prior year, with 32% of the workforce across the Group being women, which is a 0.5% decrease from the last report. This compares to the wider construction industry, where women make up 15% of the workforce (source: [ONS Gender pay gap in the UK: 2025*](#)).

In 2025 the gender pay gap across the Group remained consistent at 2.1% (mean), and reduced by 0.2% to 3.6% (median). This shows a continuation of the Group's downward trend towards closing the pay gap.

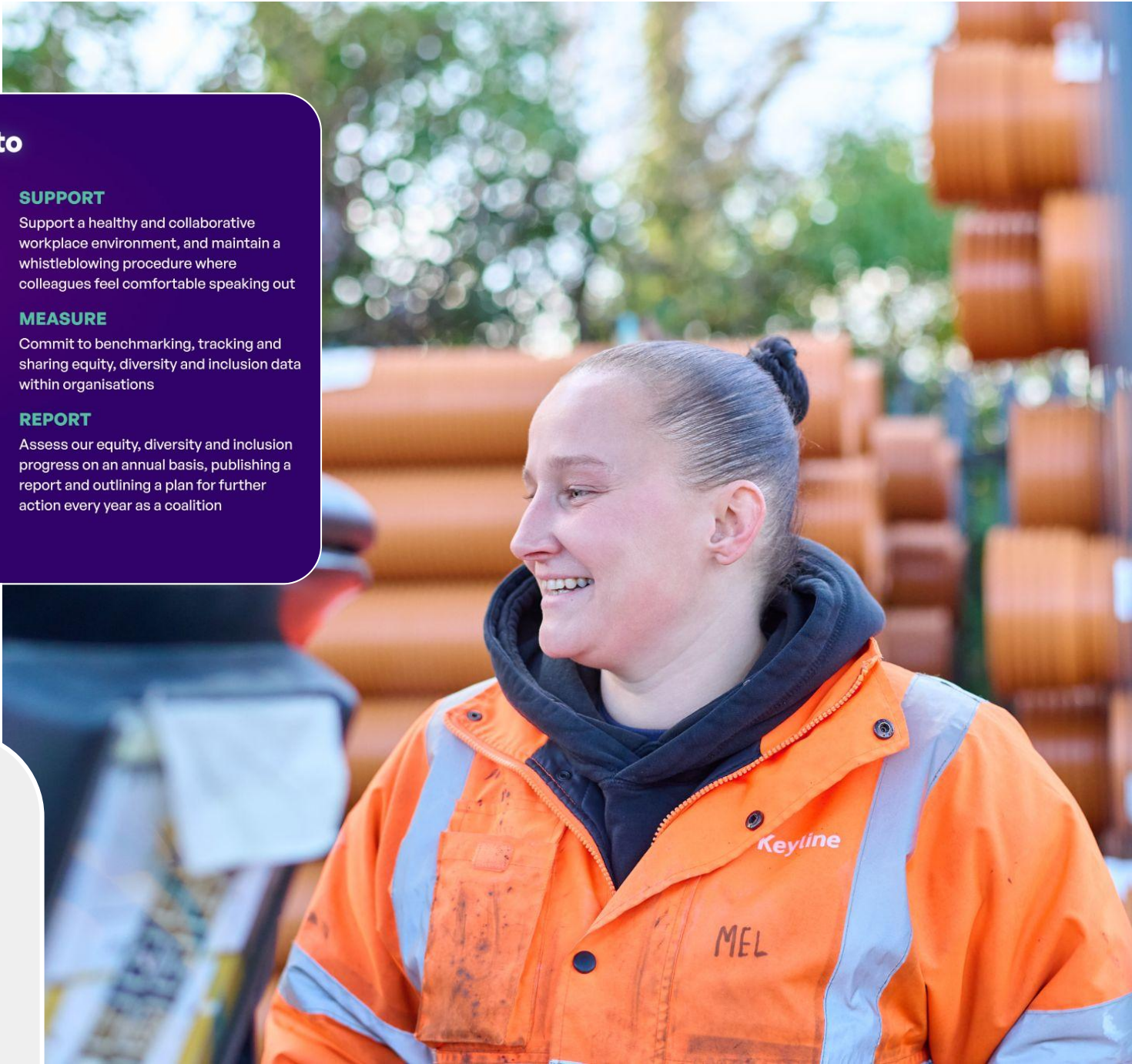
When seen in a wider context, the Group's pay gap was considerably less than that of the average UK working population (source: [ONS Gender pay gap in the UK: 2025*](#)).

Amongst the Group's businesses, Toolstation continued to maintain the strongest gender balance at 35% women, whilst BSS have increased their female representation in the upper quartile by 3.0%, from last years reporting period.

All colleagues are in principle eligible for bonus payments, based on the Group's performance during the reporting period, just under half of the Group's colleagues received bonus payments in 2025. This included 45% men and 56% women.

For those colleagues that received a bonus, the pay gap in favour of men (at both the mean and median) reduced from last year, but remains high. This can be attributed to more women working part time and qualifying for proportionally lower bonus payments, and to women also being over under-represented in the upper pay quartiles more generally.

There were only small changes in the distribution of women across the pay quartiles. This included marginal decreases of women in the upper, upper middle and lower middle pay quartiles; 0.7%, 0.2% and 0.8% respectively, whilst in the lower pay quartile the number of women increased by 0.5%.



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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