

Tapi

SEE FLOORING
DIFFERENTLY

Gender Pay Report

April 2020



A message from James

At Tapi, we embrace and celebrate difference (in all its forms). We come together as One united Tapi family where everyone belongs, thrives and can be at their best. We care deeply about all our colleagues, which we demonstrated by paying furloughed colleagues average pay, which included a top up of average commission earned over the last 12 months. We are proud to be a National Living Wage employer and believe that all colleagues deserve a wage which enables them to meet everyday needs.

As my first gender pay gap report as Tapi Group CEO, myself and the Executive team understand that our current pay gap is favourable in relation to both the UK average and Retail figures. However, we are grateful for this opportunity to review our gender pay data and use the insight to accelerate further positive change in this area to bring gender parity across the business.

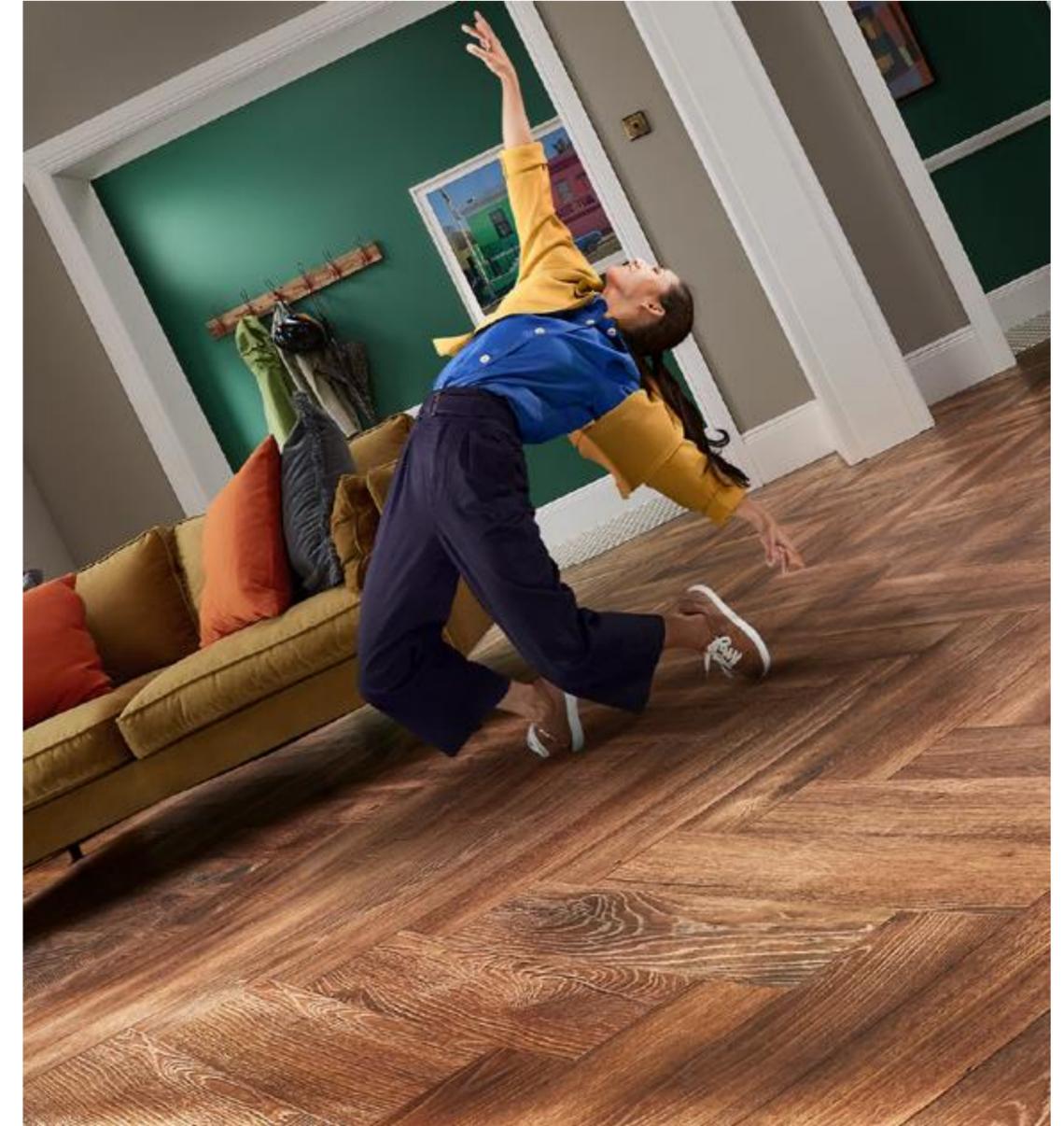


James Sturrock
Group CEO

Tapi Carpets & Flooring



glassdoor
4.8 ★★★★★



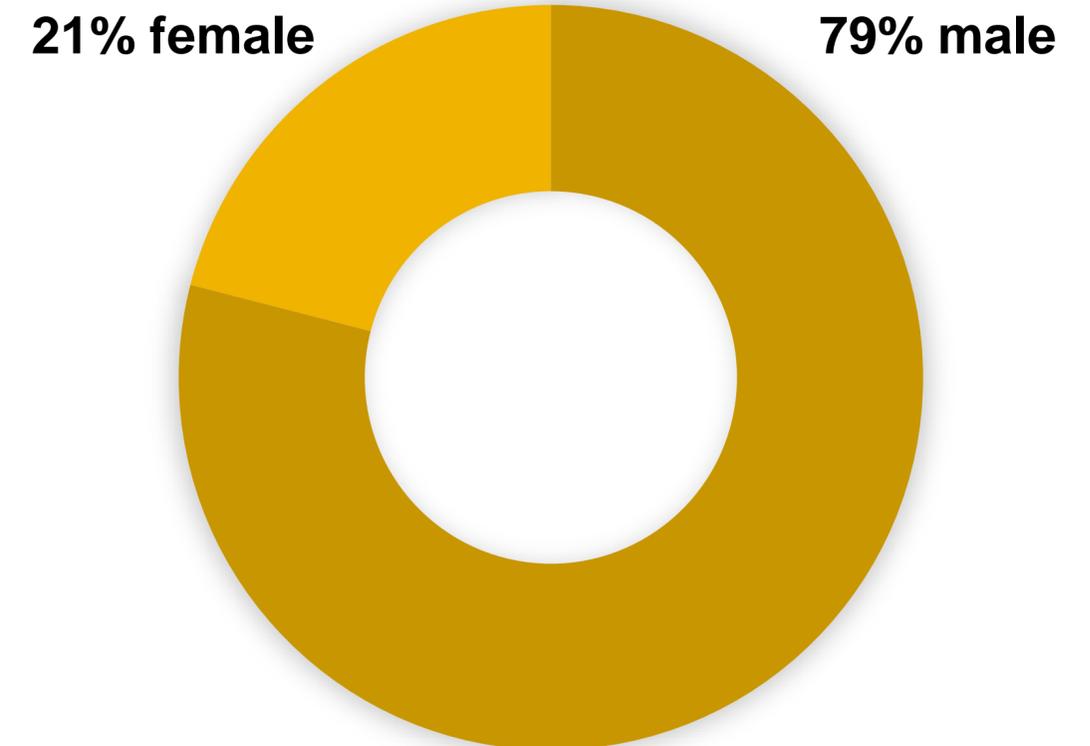
Gender Pay Gap Context

The gender pay gap refers to the difference between the average earnings of those that identify as male or female colleagues across the business, regardless of their role.

Gender pay gap calculations are based on our Payroll data on 5th April every year. The 2020 data snapshot date is 5th April 2020.

Our Gender Pay Gap figures are based on a workforce of 655 colleagues with varied skills across Retail, Operations, Customer Experience and Tapi Central (Head Office). Of those 655 colleagues, the majority were based in Retail (91%). At this point in time, our gender ratio was 79% Male and 21% Female.

This report represents a unique period as 599 colleagues were on furlough during the first pandemic lockdown. Myself and the Executive team wanted to minimise any financial impact on our colleagues and ensured that all received average pay which was calculated on their earnings, including average commission payments over the last 12 months up to 29th February 2020. This included amounts earned during our peak trading period which resulted in many of our colleagues being paid more during the furlough period than what they would usually earn in their April pay. As bonus data was paid as average earnings, it is not reported as a separate element for 2020.

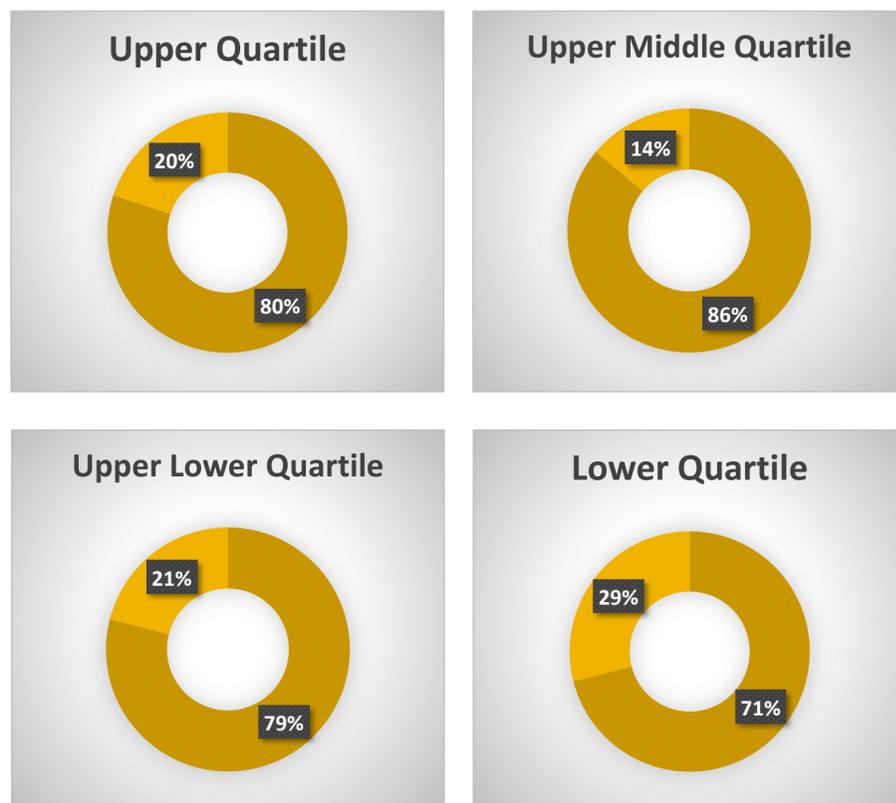


Gender Pay Gap Explained

There are two key Gender Pay Gap statistics. If all company employees were lined up in a female line and a male line, in order of pay from highest to lowest, the **median** gender pay gap compares the pay of the female in the middle of their line to the pay of the middle man. The **mean** represents the average hourly rate of all our male and female colleagues. Our gender pay figures show the % difference of hourly pay between all male and female colleagues. A positive % indicates the extent to which female colleagues earn, on average less per hour and a negative % indicates how much more female colleagues earn per hour than their male counterparts. This is different from 'equal pay', which is the difference in pay between men and women who carry out the same or similar jobs.

Tapi Gender pay gap (mean)	Tapi Gender pay gap (median)
6.64%	7.43%

The mean Tapi gender pay gap is +6.64% and the median is +7.43%. Our mean gap suggests that for every **£1** a male colleague earns, a female colleague earns **93p**. Overall, our gender pay gap is substantially lower than the retail average of +17% (2019 Retail Gazette) and the national average of +15.5% (ONS estimated 2020 figures).



During the period since our last Gender Pay Gap report, we have seen 44 new store openings (including concessions) and our headcount has increased by 154. The demographic of our of Retail stores population has a predominant male demographic which contributes to this gap.

The charts show the proportion of male and female across Tapi in four equally sized groups that have been sorted by level of pay. The data shows that we have significantly more male than female colleagues across all levels of the business.

We recognise that historically, flooring has been a male dominated industry. We have and will continue to take steps to attract, develop and retain more female colleagues and with this in mind, our representation of female colleagues has increased marginally across all levels since 2018.

Closing our Gap

Over the last 12 months we have been working hard for OneTapi to put in place practices that create more equality and inclusion

What we have started :

- Ensuring that everyone in the Tapi family has **access and visibility of career opportunities and vacancies** across the business.
- **Improving our data** – we've launched a new HRIS system which gives us greater visibility and understanding of our current colleague mix and ability to evaluate the impact of our inclusion focus
- Adopting **hybrid and more flexible** working practices, where possible
- Recruitment - undertaking a job advert review, ensuring we use **inclusive language**, and trialling **home working** for the customer experience team
- **Two female Executive team** appointments (2020-2021)
- We launched an inclusivity network **#TapiToBeMe**, led by colleagues with Senior sponsorship.

What we will focus on next:

- Increased focus on **talent acquisition and employer brand activity** to continue to improve our inclusive recruitment and talent sourcing processes.
- Focus on **early careers** and building our own talent pipelines through apprenticeships
- **Colleague feedback**– We will be introducing a colleague listening channel to ensure that we are always listening and acting on insight to further our inclusive workplace and make Tapi an even more brilliant place to work
- Building further **inclusive leadership capability** and empowering our leaders