



Gender Pay Gap Report

April 2023

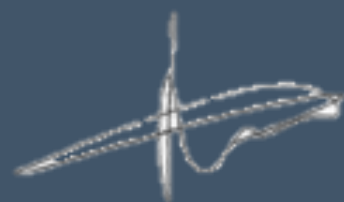
At Tapi, we continue to build a company that places both colleagues and customers at the heart of everything we do.

We are committed to building an open and supportive culture which makes everyone feel welcome, respected, and supported. Tapi encourages diversity and promotes equity in all areas and forms.

In an industry traditionally dominated by men, Tapi recognises the invaluable contributions of a diverse workforce. We understand the importance of breaking barriers and the value of bringing female talent into our business. That's why we're dedicated to promoting gender parity in pay, representation, and access to opportunities.

Since our previous report, at April 2022, Tapi has welcomed and/or promoted multiple talented women into senior positions, further strengthening our diverse workforce. We are pleased to say that we also increased the percentage of female Store Managers by 5%. We also continually evaluate our benefits, recruitment practices, and strategies to attract and retain top female talent.

Our goal is to create an environment where every individual, regardless of who they are and what they do for the company, feels valued, empowered, and supported in their journey with Tapi. This is shown in our 4.8 Diversity and Inclusion score on Glassdoor! This score is 38.3% higher than the average for D&I ratings in the Retail and wholesale sector.*



Jeevan Karir
Managing Director



Ordinary Pay – Gender Pay Gap

+ Mean 20.4% and Median 14.7%

Our mean gap suggests that for every £1 a male colleague earns, a female colleague earns 80p.

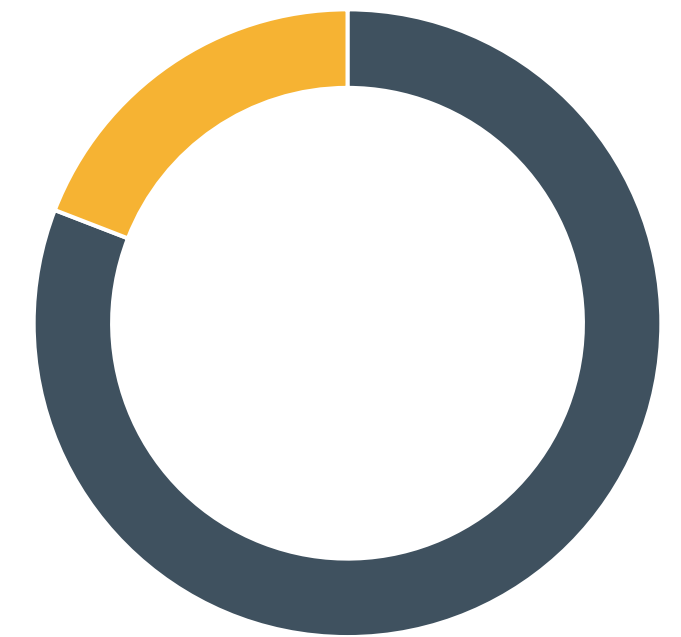
The quartile charts show the proportion of male and female colleagues distributed across Tapi in four equally sized groups that have been sorted by level of pay, from lowest to highest.

The data reflects that our highest proportion of females are in the lower pay quartile at 32%. In the upper pay quartiles, the proportion of female colleagues is between 14-18%.

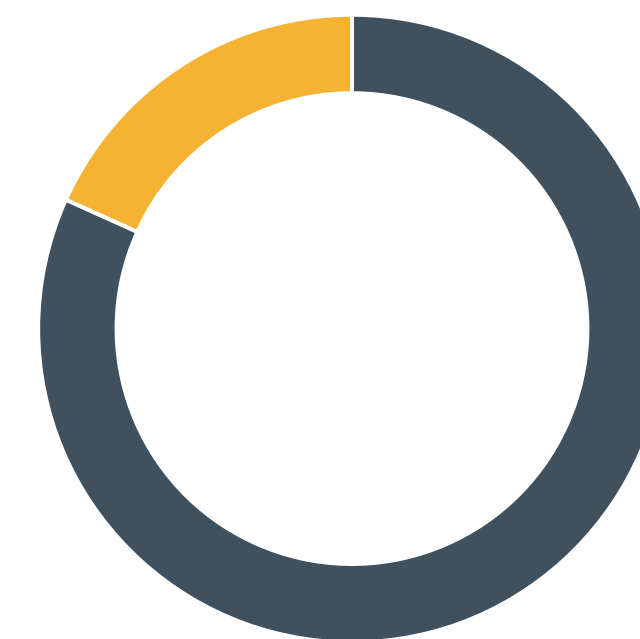
Lower Quartile



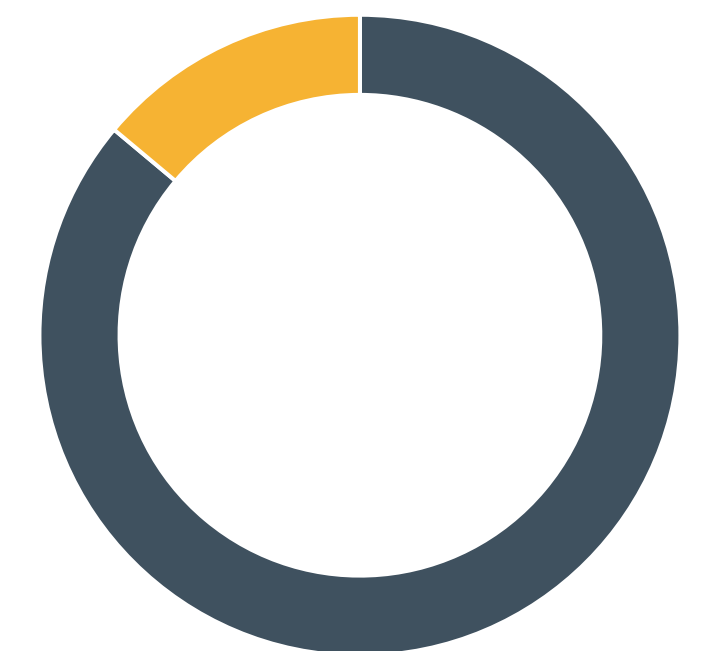
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile



Male

Female

Bonus Pay – Gender Pay Gap

+ Mean 43.3% and Median 54.9%

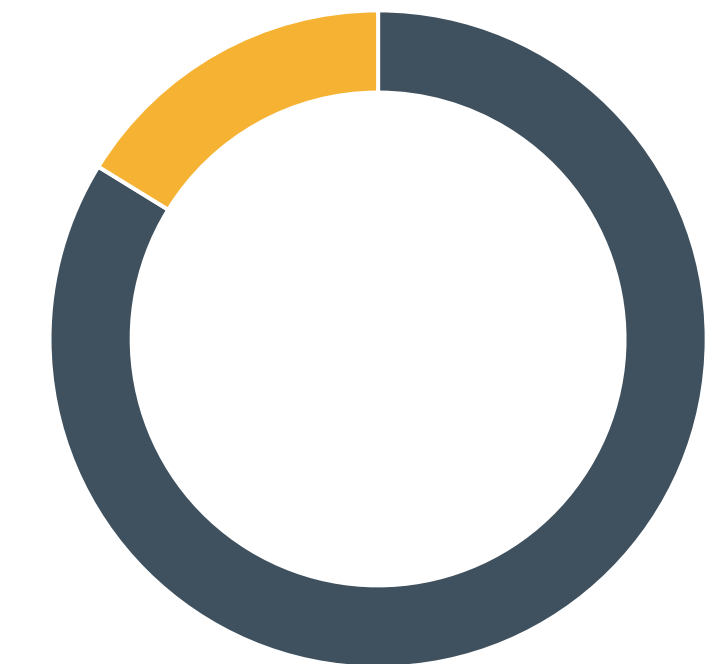
Our mean bonus pay gap is +43.3% while the median is +54.9%. Currently only store base and field team colleagues are eligible for bonuses; however, we are pleased to report that we have a new scheme which will mean all colleagues will be eligible for a bonus in 2024.

The quartile charts show the proportion of male and female colleagues distributed across Tapi in four equally sized groups that have been sorted by level of bonus pay, from lowest to highest. The data reflects that our highest proportion of females are in the lower bonus pay quartile at 37%. In the other pay quartiles, the proportion of female colleagues is lower at between 8-14%.

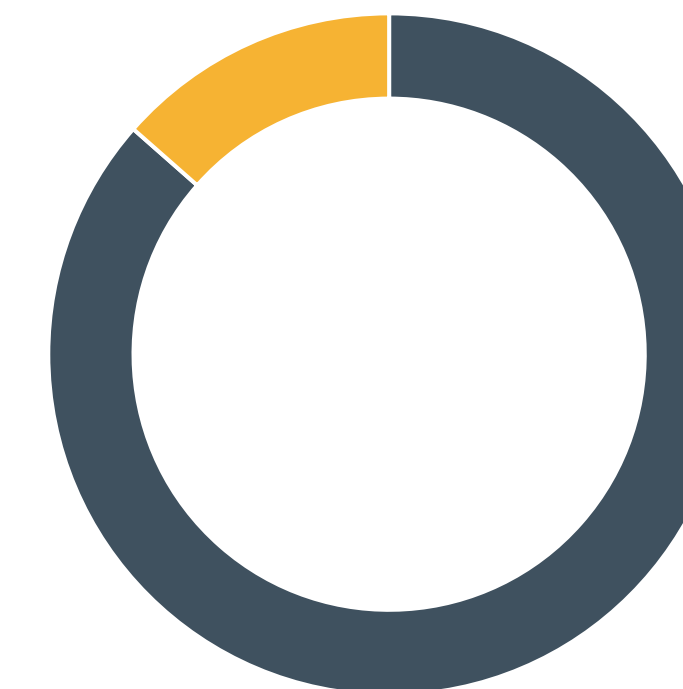
Lower Quartile



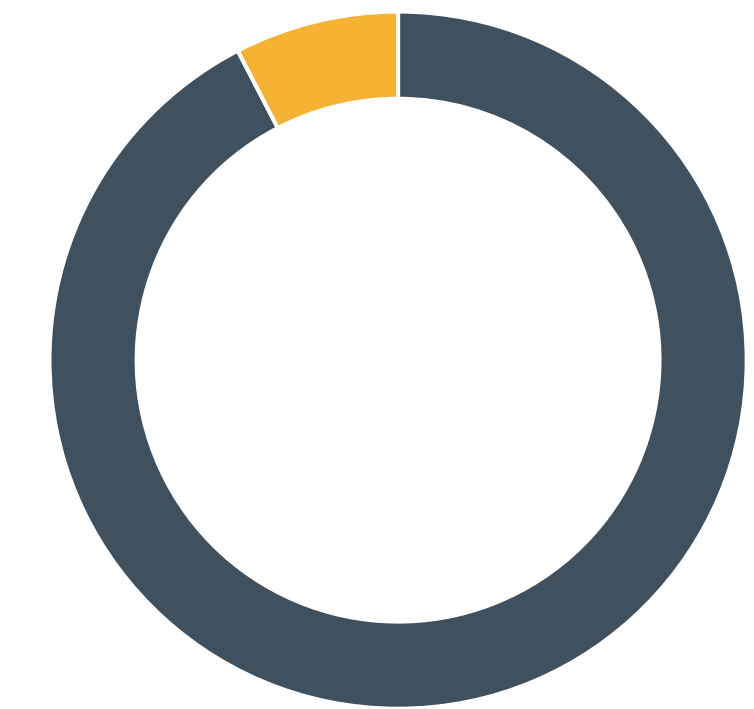
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile



Male

Female

Understanding our Gap

The retail sector for carpets and flooring has historically drawn a larger proportion of male colleagues compared to females. Similarly, management positions within this realm have predominantly been occupied by men, often with the opportunity to earn commissions.

Both our mean and median bonus pay gap results show the difference between average bonus pay levels between men and women. This is predominantly influenced by the higher representation of males in store management positions. These roles offer eligibility for commission and bonus payments, crucial for driving sales and meeting our customer service objectives in our stores.

At Tapi Central (Store Support), where we have a higher percentage of female colleagues (39%), we've previously structured our rewards system differently, instead of a traditional bonus scheme, we have recognised and incentivised performance through Growth Shares. As of September 2023, we are pleased to say that we have launched a new bonus scheme in which all Tapi Central colleagues are eligible.



Closing Our Gap

Tapi Carpets and Floors prides itself on being an inclusive company that endeavours to ensure all colleagues are treated equally. We are satisfied that our male and female colleagues receive equal pay for equivalent jobs however, we are committed to reviewing our gap and improving it year on year.

Our Training

We remain dedicated to enhancing our training programs to foster greater awareness and understanding of equality and diversity. We also continue to offer entry level training to assist us with bringing talent into the business who are new to the industry.

Our Talent

We are committed to ensuring all colleagues are rewarded fairly and consistently. To this end, we have maintained our internal talent process, aimed at identifying, accelerating, and rewarding talent within our organisation, with a particular emphasis on advancing diverse talent.

Our Recruitment

We are dedicated to attracting a diverse array of colleagues. To further this goal, since our transition to in-house, we continue to enhance our existing recruitment strategies, ensuring that every candidate and colleague has a fair and equal opportunity.

Our Policies

We regularly review/update our policies and ways of working to ensure our growth continues to align with our inclusivity and diversity goals. We are committed to ensuring our ways of working promote a workplace where individuals are valued and celebrated for their unique contributions.