

# Gender Pay Gap

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The flooring people you can TRUST

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

We remain committed to fostering an open and supportive culture where everyone feels welcome, respected and able to succeed. Creating an inclusive environment is central to who we are, and we continue to promote equity across all areas of our business. In an industry that has traditionally been male-dominated, we recognise the importance and value of a diverse workforce. We are committed to breaking down barriers and increasing the representation of women across Tapi, while continuing to promote fairness in pay, progression and opportunity.

Over the past year, we have continued to make progress in narrowing our gender pay gap. While we are encouraged by the improvements we have made, we recognise there is more to do and remain focused on sustaining this positive momentum.

We have also continued to strengthen our approach to family leave. We know that strong, inclusive family policies are essential in supporting gender equity. By ensuring all colleagues have access to flexible and supportive leave options, we help remove barriers that can disproportionately impact career progression. This enables our people to balance work and family life, while supporting long-term development and contributing to a more equitable workplace for all.

Jeevan Karir, CEO



# Gender Pay Gap

## Ordinary

Our mean gender pay gap has reduced significantly over time, from **20.4% in 2023 to 10.4% in 2024**, and further to **7.1% this year**, demonstrating continued progress towards pay equity. The median gap is **3.5%**, meaning that for every £1 earned by men, women earn **93p (mean)** and **96.5p (median)**.

Our pay quartiles show a higher proportion of men across all levels of the organisation, with women representing **23% of the lower and lower middle quartiles, 22% of the upper middle quartile, and 19% of the upper quartile.**

## Bonus

Our mean bonus gap is **56.2%** and the median bonus gap is **70.9%**, meaning that for every £1 of bonus earned by men, women earn **44p (mean)** and **29p (median)**. While 100% of employees received a bonus, the gap reflects differences in bonus values.

Bonus quartiles show a similar pattern of representation, with women making up **29% of the lower quartile, 31% of the lower middle, 18% of the upper middle, and just 9% of the upper quartile.**

## 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 which crucial for driving sales and meeting our customer service objectives in our stores.

At Tapi Central, where female representation is higher (39%), previous reward systems were structured differently. The introduction of a new bonus scheme aims to level the playing field across the organisation.



## Closing our Gap

We are strengthening equality, inclusion, and fairness across Tapi through improved training, inclusive recruitment, talent development, and enhanced family-friendly policies.

### Training

We continue to enhance our training programmes to build awareness of equality and diversity and support entry into the industry.

### Recruitment

We are embedding inclusive recruitment practices to attract a broader and more diverse range of talent into the business.

### Talent

We maintain a structured talent approach to ensure colleagues are rewarded fairly and supported to develop and progress, with a focus on advancing diverse talent.

### Family Policies

We have introduced enhanced family leave and a new IVF policy to better support colleagues at important life stages.

