

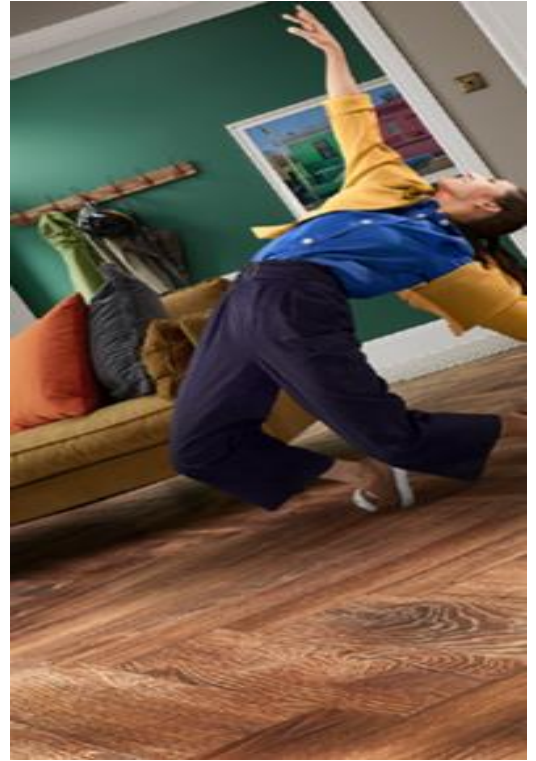
Tapi Gender Pay Report 2021

April 2021



Introduction

At Tapi, we're committed to building a company that places both colleagues and customers at the heart of everything we do. We embrace the responsibility of building an open and supportive culture which actively seeks out and encourages diversity and promotes equity in all areas and forms. We strive to build an environment where everyone belongs, can realise their full potential and know that their voice is heard. A key element to this, is ensuring gender parity in pay, representation and access to opportunities.



In both 2021 and 2020, the business has seen significant adaptation in response to the pandemic. In particular, the impact of furlough and flexi-furlough in 2021 means that the pay date snapshot is reflective of just 435 colleagues, 57% of our total workforce and a unique trading period as the majority of our stores were closed to walk-ins which in turn altered the usual make-up of colleagues in active employment and skewed reported data in-regards to gender pay.

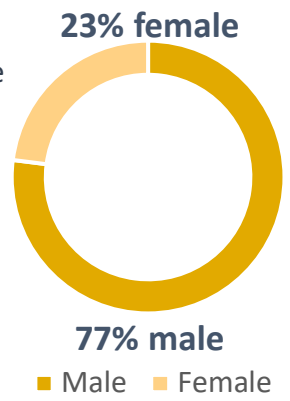
We are committed to evolving and improving our approach to make progress in closing our gender pay gap at Tapi and in our traditionally male oriented category. We are disappointed to have seen a widening of our gap from the 2020 analysis which was inclusive of all colleagues. To enable us to fully understand the drivers and insights we are also reviewing current pay data to ensure that we have a balanced view to inform our ongoing actions and commitments. We are confident that from 2022 we will be able to more clearly see the impact of our focus on positively impacting the gender pay gap and representation.

A handwritten signature in black ink, appearing to read 'James Sturrock'.

James Sturrock
Group CEO
Tapi Carpets & Flooring

Context

This report represents data from 435 colleagues and a unique trading period, during which 331 colleagues were on furlough or flexi-furlough and did not meet the criteria for inclusion. 82% of the 435 colleagues were from our Retail teams, predominantly management roles and Home Consultants. The balance comprise a variety of skills across Operations, Customer Experience and Tapi Central. During this period, we were operating very differently to our standard in-store model, primarily serving customer demand through our Home Consultant network. 86% of the Retail roles were held by male colleagues and were eligible to receive commission payments.



For those on furlough, we continued to offer colleagues financial support over and above the statutory guidelines. We have closely followed government guidance to ensure that there was no gender differential in respect to the application of furlough.

When looking at our total workforce (inc. colleagues on furlough) our gender ratio was 23% female and 77% male, an improvement on 2020 and driven by an increase in female joiners across customer experience.

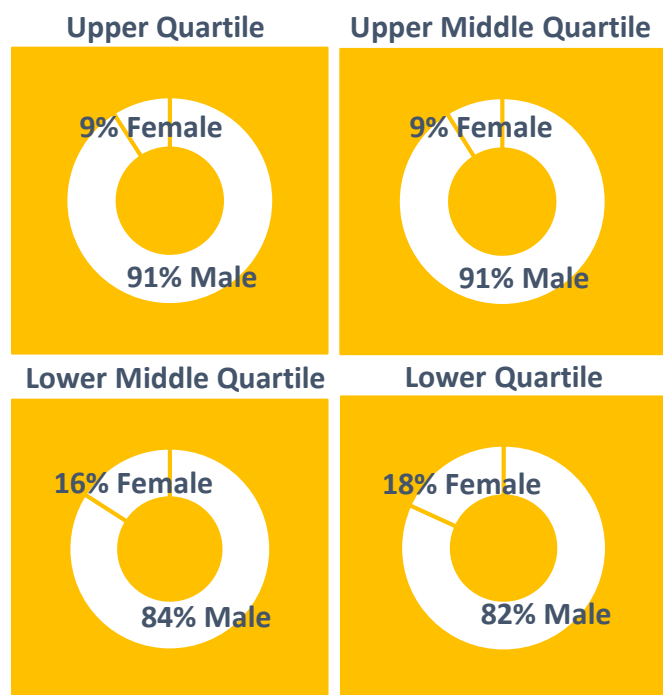
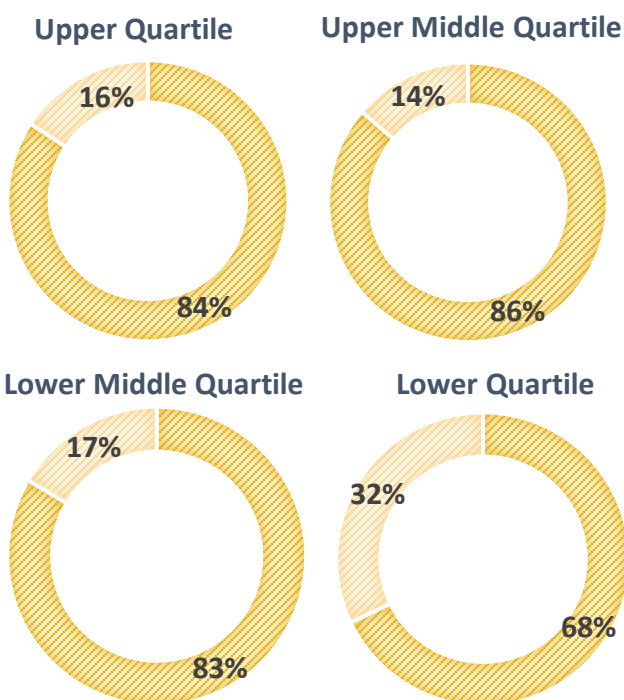


Our Gender Pay Gap

The gender pay gap refers to the difference between the average and median earnings of male or female colleagues across the business, regardless of their role. Gender pay gap calculations are based on a snapshot of payroll data typically the 5th April every year. The 2021 data snapshot date is 5th April 2021.

+ Gender Pay Gap
Mean 11.4%; Median 19.8%

+ Bonus Gender Pay Gap
Mean 19%; Median 11.5%



Our mean pay gap is 11.4% and the median is 19.8%. Our mean gap suggests that for every £1 a male colleague earns, a female colleague earns 89p. This shows a widening of the gap from our 2020 data.

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 other pay quartiles the proportion of female colleagues is markedly lower at between 14-17%.

Our Bonus Gender Pay Gap

Our mean bonus pay gap is **+19%** while the median is **+11.5%**. Our mean bonus gap suggests that for every **£1** a male colleague earns in bonuses, a female colleague earns **81p**. Bonus gender pay gap was not reported in 2020 as all colleagues that were placed on furlough received full average pay which included an element in lieu of commission.

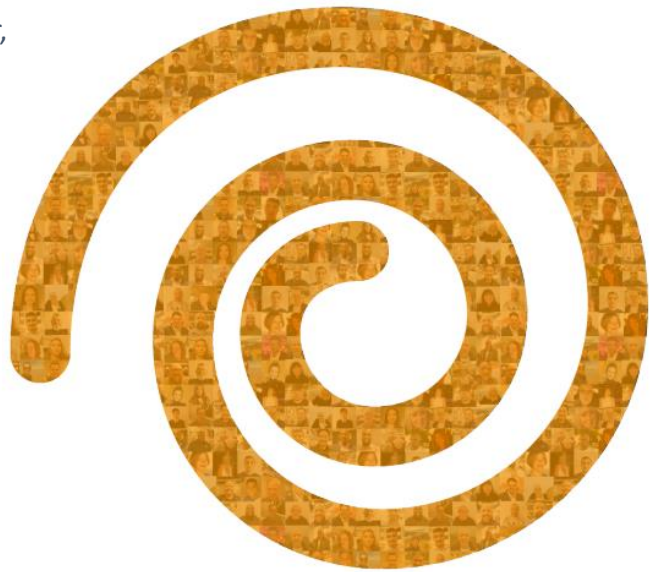
The quartile charts show the proportion of male and female colleagues distributed across Tapi in four equally sized groups that have been sorted by level of bonus pay, from lowest to highest. The data reflects that our highest proportion of females are in the lower bonus pay quartile at 18%. In the other pay quartiles the proportion of female colleagues is markedly lower at between 9-16%.

Understanding our Gender Pay Gap Sector Characteristics

Carpets and flooring is a retail sector that has traditionally attracted a greater proportion of male colleagues than females. Management roles in Carpets and Flooring Retail have also tended to be held by more men than female colleagues (often with ability to earn greater commission). In Tapi Central, 52% of our colleagues are female, however, this is largely comprised of a Customer Experience team, which lower salaries and there is no Tapi Central bonus scheme.

Pandemic Impact

In both 2021 and 2020, the business saw significant adaptation in response to the pandemic. In particular, the impact of furlough and flexi-furlough in 2021 means that the pay date snapshot is reflective of just 435 colleagues, 57% of our total workforce. This smaller colleague data-set is further impacted by our focus on in-home visits and digital channels (while stores were closed to walk-in customers). To support this short-term differentiated model, the roles required within retail operations comprised predominantly Retail Management and Home Consultants which traditionally are both higher commission earning roles and male dominated.



Closing our Gap

Since our last report, we've :

- Launched our ONETapi Leadership behaviours, further enabling our inclusive culture where everyone can be at their best.
- Provided access and visibility of career opportunities and vacancies across the business.
- Designed a new internal talent process to identify and accelerate talent, with a focus on diverse talent acceleration (including female talent)
- Continued to build our Senior Female leadership strength.

Key Areas that we will continue to focus on:

- **Talent** - Broaden our talent pipelines to improve female representation in senior store roles such as Home Consultants and Store Managers and within early careers
- **Inclusive Ways of Working** - We remain committed to working hard to embed practices that reflect our ONETAPI leadership behaviours to support an environment of greater equality and inclusion.
- Continuously reviewing policies and ways of working to enable us to continue to grow with an inclusivity lens
- **Capability** - Building Inclusive people leadership capability