



SEE FLOORING  
DIFFERENTLY

# Gender Pay Gap

April 2022



# Introduction

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 equality in all areas and forms. A key element to this, is ensuring gender parity in pay, representation and access to opportunities.

This year, we are pleased to say that we have improved our ordinary pay gender pay gap by 2.1%. This is as a result of bringing more women into senior positions within our central teams however, we acknowledge that we still have a great deal to do, and we continue to strive to remove the gap and build gender equality at every level across Tapi.

The Carpet and Flooring industry is traditionally male-dominated, and we therefore recognise the challenge, importance and value of attracting more female colleagues into our business. We continue to review our benefits, recruitment and strategies to improve our attraction of female talent.

We strive for a diverse and inclusive workplace in which every colleague, regardless of who they are or what they do for the business, feel equally involved in and supported in all areas of Tapi! This is demonstrated in our **4.7** Diversity and Inclusion score on Glassdoor!

James Sturrock  
Group CEO  
**Tapi Carpets & Floors**

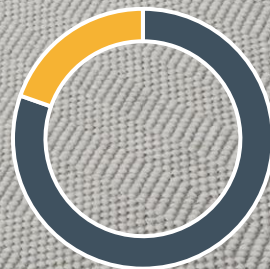




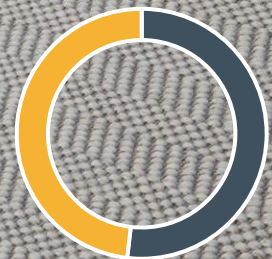
The gender pay gap refers to the difference between the average and median earnings of male or female colleagues across the business, regardless of their role. Gender pay gap calculations are based on a snapshot of payroll data typically in April every year. The data snapshot for this report is the 5th of April 2022.

The report represents data for 898 colleagues. When looking at all colleagues across the business, our gender ratio was 23% female and 77% male, this is consistent with 2020. The majority of our data is made up of our retail colleagues (792) who are eligible to receive commission and bonus payments. In our Tapi Central colleague data, which consists of 106 colleagues only 12% are eligible to receive commission and bonus.

Store Colleagues (Retail)



Stores Support (Tapi Central)



Male



Female

# Ordinary Pay – Gender Pay Gap



Mean 9.3% and Median 12.4%

Our mean pay gap is 9.3% and the median is 12.4%. Our mean gap suggests that for every £1 a male colleague earns, a female colleague earns 90.7p. We are pleased that this gap has reduced compared to 2021 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 middle pay quartile at 33%. In the upper pay quartiles, the proportion of female colleagues is between 15-19% which is an increase from last year's data.

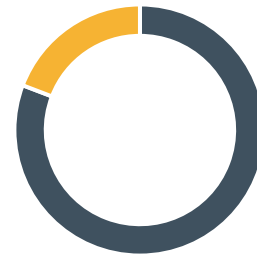
Lower Quartile



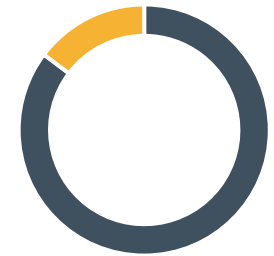
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile



# Bonus Pay – Gender Pay Gap



Mean 38% and Median 43.6%

Our mean bonus pay gap is +38% while the median is +43.6%. Our bonus gender pay gap was significantly lower in our 2021 data because all colleagues that were placed on furlough received full average pay during that period.

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 33%. In the other pay quartiles, the proportion of female colleagues is lower at between 7-22%.

Lower Quartile



■ Male ■ Female

Lower Middle Quartile



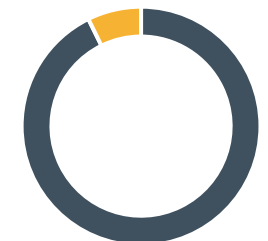
■ Male ■ Female

Upper Middle Quartile



■ Male ■ Female

Upper Quartile



■ Male ■ Female

# Understanding our Gap

Carpets and flooring is a retail sector that has traditionally attracted a greater proportion of male colleagues than females. Store management roles in carpets and flooring retail have also tended to be held by more men than female colleagues (often with the ability to earn greater commission). In Tapi Central (Store Support), 48% of our colleagues are female, however, there is no Tapi Central bonus scheme and instead colleagues' performance is rewarded with share incentive plan.

We are pleased to report that our ordinary gender pay gap has seen a reduction from a mean of 11.4% to 9.3% and a median of 19.8% to 12.4%. This is mainly due to greater female representation in senior management roles.

Both our mean and median bonus pay gap results show the difference between average bonus pay levels between men and women. Our bonus gap can mainly be attributed to the fact we have a higher proportion of males in store management roles where they are eligible for commission and bonus payments to help drive our sales and customer service targets in stores.



# 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 gender pay gap and improving it year on year.

## Our Culture

We continue to live and breath ONETapi Leadership behaviours, to further enable our inclusive culture where everyone can be their true selves and at their best.

## Our Talent

We are committed to ensuring all colleagues are rewarded fairly and consistently and we have continued our internal talent process to identify, accelerate and reward talent, including a key focus on diverse talent acceleration

## Our Recruitment

We are committed to attract diverse colleagues and we have recently brought our recruitment in-house to allow us to build on our current recruitment strategies to allow every candidate and colleague to have a fair and equal opportunity.

## Our Policies

We continue to review our policies and ways of working on a regular basis to enable us to continue to grow with an inclusive lens. Specifically, our focus for 2023 is to review our family policies.