

Gender Pay
Report 2021



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WHAT IS THE GENDER PAY GAP?

As required by the UK's Gender Pay Regulations, employers with 250 or more employees are to publish statutory calculations every year showing how large the pay gap is between their male and female employees.

The gender pay gap shows the difference in the average hourly earnings of men and women across an organisation regardless of their roles or industry sectors. Our statistics are made up of the different number of men and women across all roles at Pavers.

The gender pay gap is different from equal pay. 'Equal pay' is about men and women receiving equal pay for the same jobs, similar jobs or work of equal value.

THERE ARE TWO WAYS TO MEASURE THE PAY GAP

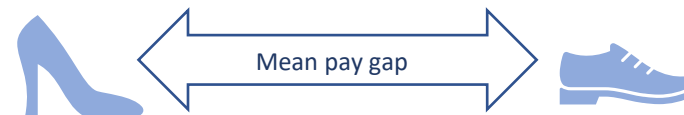
1. MEDIAN PAY GAP

Represents the middle point of a population. If you lined up all of the women at a company and all of the men, the median pay gap is the difference between the hourly rate of pay for the middle woman compared to the hourly rate of pay for the middle man.

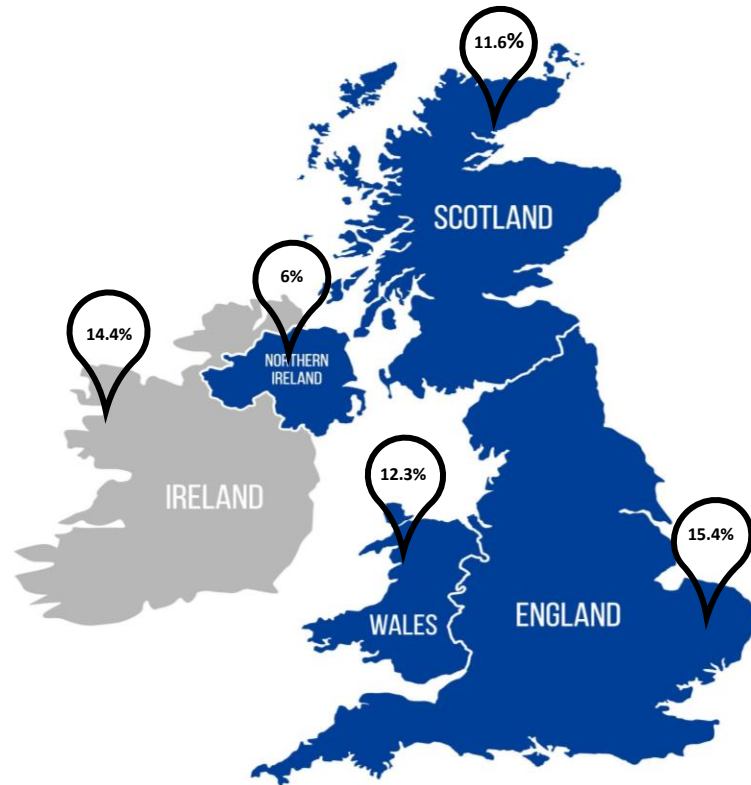


2. MEAN PAY GAP

The mean gender pay gap is the difference between the average hourly rate of pay for women, compared to the average hourly rate of pay for men, within a company.



UK Median Gender Pay gap



Pavers median Gender Pay gap is significantly lower than the above percentages, and the National median Gender Pay gap of 15.5%.

PAVERS FACTS



1,382 EMPLOYEES ACROSS
THE UK

AT APRIL 2021



81%
FEMALE
EMPLOYEES



25%
OF OUR SENIOR
LEADERSHIP
ARE WOMEN



MEAN HOURLY PAY GAP



23.56%

REDUCED
BY
25.64%
SINCE
2020



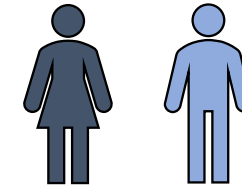
MEDIAN HOURLY PAY GAP



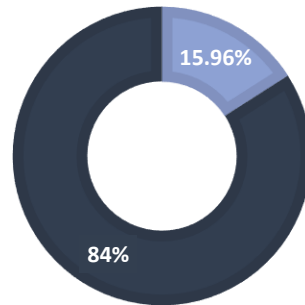
0%

REDUCED
BY
26.3%
SINCE
2020

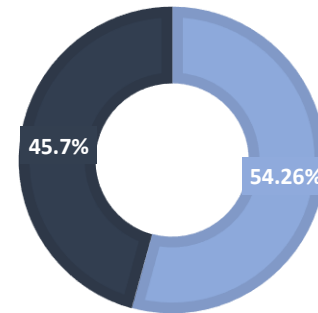
THE PAY GAP IS ALSO MEASURED ON PAY QUARTILES



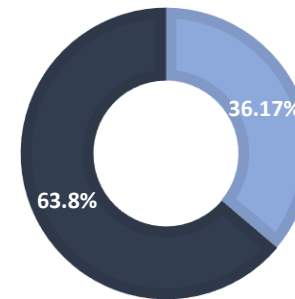
LOWER QUARTILE



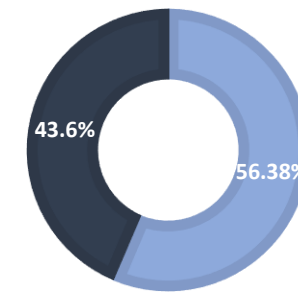
LOWER MIDDLE QUARTILE



UPPER MIDDLE QUARTILE



UPPER QUARTILE



81.11% of our total workforce are female and our male/female split between the lower and upper-middle quartiles consistently reflect this gender split.

- Our store employees are encouraged to progress through the business. 79.47% of our Retail Store Managers are female
- 57.14% of our Retail Area Managers are female.
- 86.82% Retail Assistant Managers and Supervisors are female.

Our ambition is for all our employees to have the opportunity to develop, progress and grow. Since our last report, we have launched our Pavers Academy, which includes our 'Next Steps' training programme which gives Customer Advisors, Supervisors, Customer Service Advisors and Warehouse Operatives the chance to undertake voluntary extra training to develop their knowledge and expertise. Once this training is complete, these employees will be recognised by being rewarded with a higher hourly pay rate.

BONUS

APRIL 2021

In 2020 we were proud to have introduced a 'one company, one bonus' scheme which ensured that every Pavers employee was eligible to receive a bonus based on the company's performance.

For 2021 we have amended the scheme to reward both individual performance (on both KPI's and behaviours) as well as the overall company performance.



MEAN BONUS PAY GAP

72.48%



MEDIAN BONUS PAY GAP

73.39%

BONUS PROPORTION



88.20%

5.7%

MORE WOMEN
RECEIVED BONUS



82.45%

Whilst more of our female colleagues received bonus, men in senior and higher paid roles impact the bonus pay gap.



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We can confirm that the information contained in this report is accurate



Stuart Paver
Managing Director



Tina Pinder
Head of HR