

Gender Pay
Report 2022



PAVERS

YOUR PERFECT STYLE

About Pavers

Pavers has been trading for over 50 years, and is a highly profitable family owned-and-run retail business with a strong balance sheet, over 185 retail locations, and a rapidly expanding digital presence. We also own the Jones Bootmaker, Padders, and Herring Shoes footwear businesses, and currently employ over 1700 people. We are one of the UK's Top 10 Retail Employers according to Best Companies, are Carbon Neutral, have donated more than £1.5m to charity in the past 4 years, and are currently in the final stages of B Corp accreditation.

Pavers vision is to champion better working lives for all our employees and we consistently strive to address any imbalance through our strategies and behaviours. We place people at the heart of everything we do, and our key values our "Pavers DNA" drive our decisions, to ensure all of our Pavers family feel valued, respected and supported throughout their career with us.





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.





PAVERS FACTS



1552 EMPLOYEES ACROSS
THE UK)

AT 5th APRIL
2022



80%
FEMALE
EMPLOYEES



25%
OF OUR SENIOR
LEADERSHIP
ARE WOMEN



MEAN HOURLY PAY GAP



20.15%

REDUCED
BY
3.41%
SINCE
2021



MEDIAN HOURLY PAY GAP



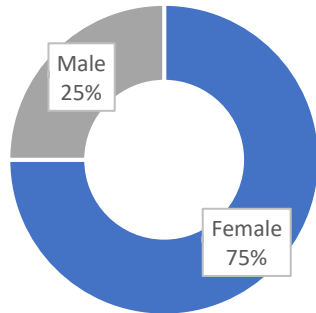
0.99%

INCREASED
BY
0.99%
SINCE 2021

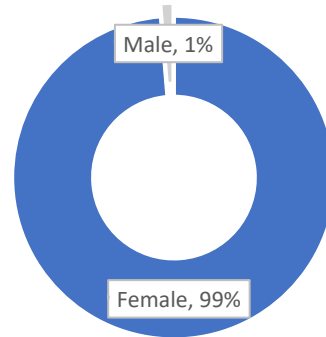
THE PAY GAP IS ALSO MEASURED ON PAY QUARTILES



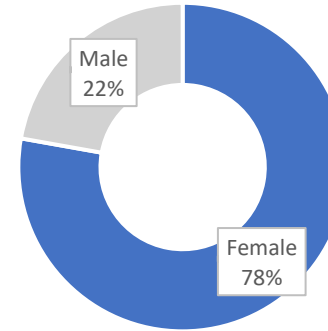
Lower Quartile



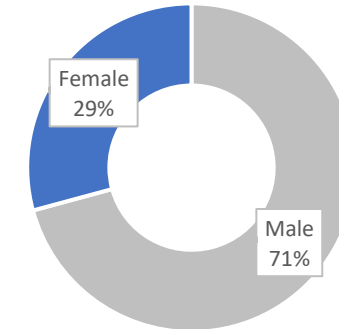
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile



80.61% of our total workforce are female

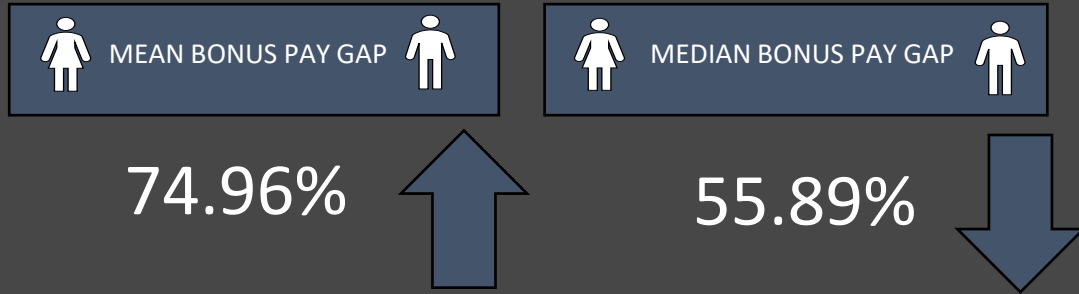
- Our store employees are encouraged to progress through the business. 80% of our Retail Store Managers are female
- 50% of our Retail Area Managers are female.
- 25% of our Senior Leadership Team are working mothers.

Our newly launched Pavers Academy gave Customer Advisors, Supervisors, Customer Service Advisors and Warehouse Operatives a career progression programme. This extra training designed to develop their knowledge and expertise, also allowed our colleagues the opportunity to increase their hourly pay rate. The impact of this programme has been significant as demonstrated in the movements within the Lower and Lower Middle Quartiles.

BONUS

APRIL 2022

Pavers have a 'one company, one bonus' scheme which ensured that every Pavers employee was eligible to receive a bonus based on the company's performance alongside the opportunity to increase the payment based on individual performance (on both KPI's and behaviours)



BONUS PROPORTION



85.7%

2.8%

MORE WOMEN RECEIVED BONUS



82.9%

Whilst more of our female colleagues received bonus, the higher percentage of men in full time and specialised roles impact the bonus pay gap.



PAVERS
YOUR PERFECT STYLE



We can confirm that the information contained in this report is accurate and in accordance with the Equality Act 2010(Gender Pay Gap Regulations 2017.)

Jason Paver

Jason Paver
Managing Director

Penny Woodhead

Penny Woodhead
Head of HR