



Gender pay gap report 2020

Doing the right thing



→ Our ambition

As a Group with industry leading businesses we see it as a clear ambition to be an inclusive, diverse and equality driven employer, which reflects the wide-ranging communities we serve.

In an industry, where women currently make up 15% of the workforce, we are acutely aware that improving the gender balance of our business requires focus, patience and investment in targeted initiatives to ensure we attract candidates from a more diverse talent pool and build lasting change so we secure the sustainability of our business for the longer term.

Our colleagues across the Group take an immense sense of pride in our culture. This provides a great foundation for moving the dial on the gender pay gap, and despite the pandemic, we remained focused on our strategic initiatives and made progress on narrowing that gap in 2020.

→ Building foundations

Our certification as a Top Employer for the 12th time is a great recognition of the people focus that underpins our business, and which helped us to work through the many challenges we encountered last year.

Amongst our major achievements was a successful review of our pay and benefits to enhance our offering and ensure it more effectively and consistently encourages collaboration, supports personal growth and colleagues' contribution. We are proud that this has also enabled us to accelerate our journey towards moving our lowest-paid colleagues onto the Real Living Wage.

Another key milestone was the launch of our new Family Leave policies. These are truly progressive and the result of a colleague-led diversity initiative, which reflects the passion, energy and determination our colleagues have for modernising our business, so we make this Group a better and more inclusive place to work.

→ Closing the gap

We made significant progress in narrowing the mean gender pay gap in 2020; in fact, we halved it compared to the previous year (from 10% in 2019 to 5% in 2020).

We also improved balance across the pay quartiles, but remain committed to ensuring that we have the right plans in place which will, over time, improve gender balance across all levels of our workforce. At the forefront of this is our Toolstation business, where the pay gap is now 0.6%, and where there is a more consistent distribution of gender across all quartile roles.

As we demerge the Wickes business in the second quarter of 2021 we will be keeping a close eye on any impact on the gender balance in our business, and have developed a comprehensive people strategy to ensure we focus our attention on attracting a more diverse pipeline of skills, knowledge, experience and demographic to our business, and work with our partners to improve balance across our industry as a whole.

→ Looking ahead

This year we will be accelerating a number of our strategic initiatives to build on the progress we made in 2020 so we narrow the gender pay gap further. This means using our award-winning apprenticeship programmes, where over 40% of candidates are female, as well as the 800 Kickstart placements we are offering to unemployed young people, to build a more diverse workforce across the Group.

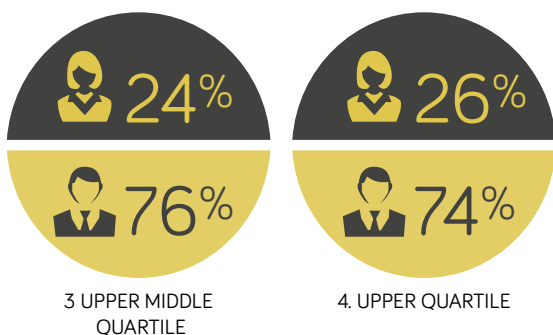
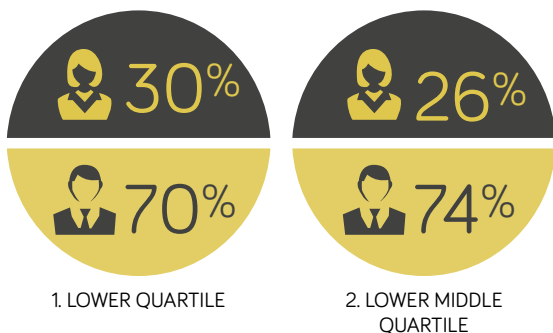
To accelerate further positive change, we have also established a diversity and inclusion advisory board, led by volunteers selected from across the Group, which will work with our colleagues and leaders to set and drive our Group-wide targets and action plans.

As an industry leader with a proud history of upholding family values, we see these initiatives as part of our commitment to drive change more widely, so we become a more inclusive and diverse employer and secure the sustainability of our business for the longer term.

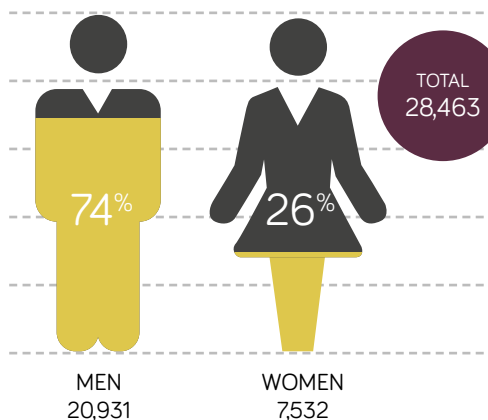
Emma Rose
Group HR Director

Gender Pay Gap – ACROSS THE GROUP

PROPORTION OF MALE AND FEMALE EMPLOYEES IN EACH PAY QUARTILE BAND:



GROUP HEAD COUNT



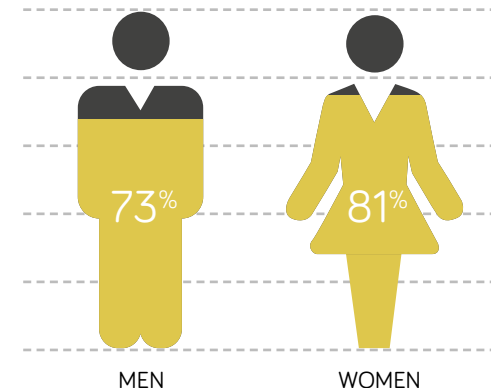
PAY GAP	2020	
	Mean	Median
Hourly rate	4.8%	3.2%
Bonus pay*	42.2%	41.6%

* Bonus pay is the absolute cash value received and is not prorated for the number of hours worked.










ALL OF OUR COLLEAGUES ARE ELIGIBLE FOR A BONUS



COLLEAGUES WHO RECEIVED A BONUS



Gender Pay Gap – OUR BUSINESSES

BUSINESS	HEADCOUNT AND GENDER	PAY RATE	PAY GAP 2020		PERCENTAGE OF FEMALES BY PAY QUARTILE			
			Mean	Median	Quartile 1	Quartile 2	Quartile 3	Quartile 4
	8,583	Hourly rate	-4.0%	-1.3%	15.8%	15.5%	16.4%	16.7%
	Women: 1,382 Men: 7,201	Bonus rate	8.5%	14.9%				
	7,170	Hourly rate	13%	14.6%	40.9%	49.1%	33.2%	28.4%
	Women: 2,718 Men: 4,452	Bonus rate	35.1%	29.9%				
	4,136	Hourly rate	0.6%	-3.2%	34.5%	41.4%	37.3%	47.7%
	Women: 1,658 Men: 2,478	Bonus rate	38.1%	13.7%				
	2,532	Hourly rate	2.0%	-4.1%	14.2%	22.7%	27.6%	17.9%
	Women: 522 Men: 2,010	Bonus rate	54.8%	0.0%				
	884	Hourly rate	1.1%	-3.9%	13.6%	14.9%	19.5%	14.9%
	Women: 139 Men: 745	Bonus rate	42.3%	-13.6%				
	873	Hourly rate	-2.9%	-14.1%	11.8%	9.3%	19.3%	17.4%
	Women: 126 Men: 747	Bonus rate	35.7%	14.8%				
	986	Hourly rate	8.3%	5.7%	26.5%	46.5%	32.5%	24.3%
	Women: 319 Men: 667	Bonus rate	38.8%	30.8%				
	967	Hourly rate	-2.9%	-7.8%	12.4%	13.5%	15.4%	22.8%
	Women: 155 Men: 812	Bonus rate	25%	16.5%				
	425	Hourly rate	6.6%	7.4%	27%	26.4%	18.9%	14.2%
	Women: 92 Men: 333	Bonus rate	25.6%	23.5%				