



PENCARRIE

GENDER PAY REPORT

APRIL 2023

Introduction

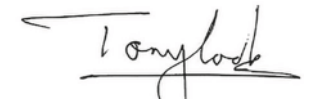
We're very pleased to share our 2023 Gender Pay Report. Equality, Equity and fair pay for all team members remains a key business goal, and is part of the DNA of our family led business. We're pleased to report on the updates to our data from last year's Gender Pay Report, and highlight the indicators for areas where we can improve.

The Company aim is for a gender pay gap that's very close to zero, and we're delighted that our pay gap is again significantly lower than the average rate for UK businesses. Given rising cost-of-living affecting the UK in 2024, it's ever more important that we maintain emphasis on fair pay, particularly for our lower paid team members. Not only will we continue to focus on working towards a neutral pay gap, we will also aim to ensure our whole benefits package, company policies and culture deliver equity for all PenCarrie team members.

As with all Gender Pay Reports, the data is taken as a snapshot from 5th April 2023, this means the data doesn't reflect the day to day of what happens here at PenCarrie. We intend to focus on our data over the long term to identify trends and actions to continue our progress with enduring practices.



Nicci Gratwicke
Director



Tony Lock
Managing Director

Understanding gender pay data

What is the gender pay gap?

The gender pay gap is the difference in pay between males and females explained through various statistics. It's influenced by a range of factors such as the type of roles in a business and the demographics of the teams.

The gender pay gap is different from equal pay

Equal pay is about a male and a female receiving equal pay for performing equal work, doing the same or similar job. The gender pay gap compares the average hourly rate for males and females in a business.



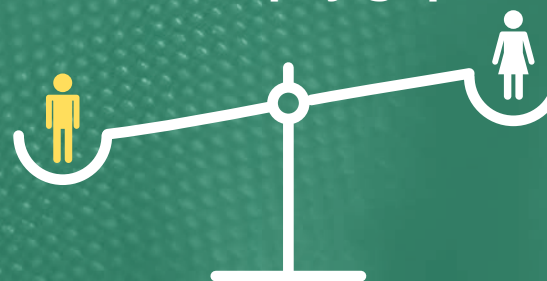
Following the convention set out by the UK Government, a negative number for median or mean pay gap indicates that females on average earn more than males. A positive number indicates that males earn more than females.

Median pay gap



If you separately lined up all the females and all the males in a company from the highest to the lowest earner, the median pay gap is the difference between the hourly pay rate for the middle female compared to that of the middle male.

Mean pay gap



The mean gender pay gap is the difference in the average hourly pay for females compared to males, within a company.

PenCarrie gender pay data

Our gender pay gap remains significantly below the UK average of 14.3% for all employees, of which we are very proud.

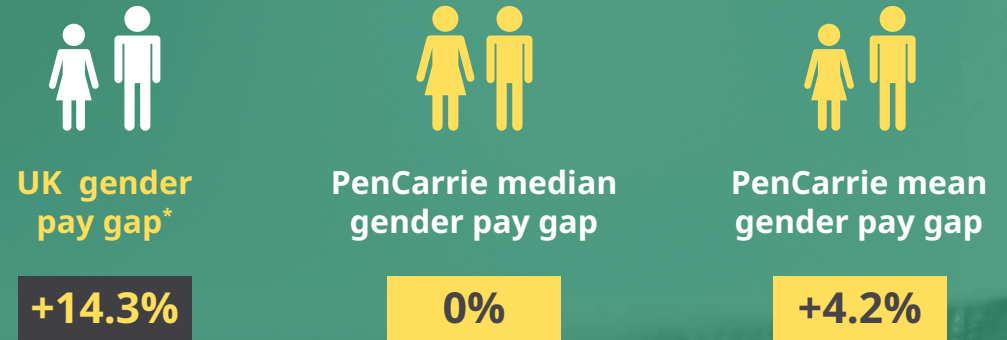
The median gap has improved compared to 2022 and we have achieved the aspirational score of 0% indicating no difference in hourly pay rate for the middle earning female to the middle earning male.

The mean pay gap has increased to 4.2% and has largely been impacted by the increase of females in the bottom pay quartile.

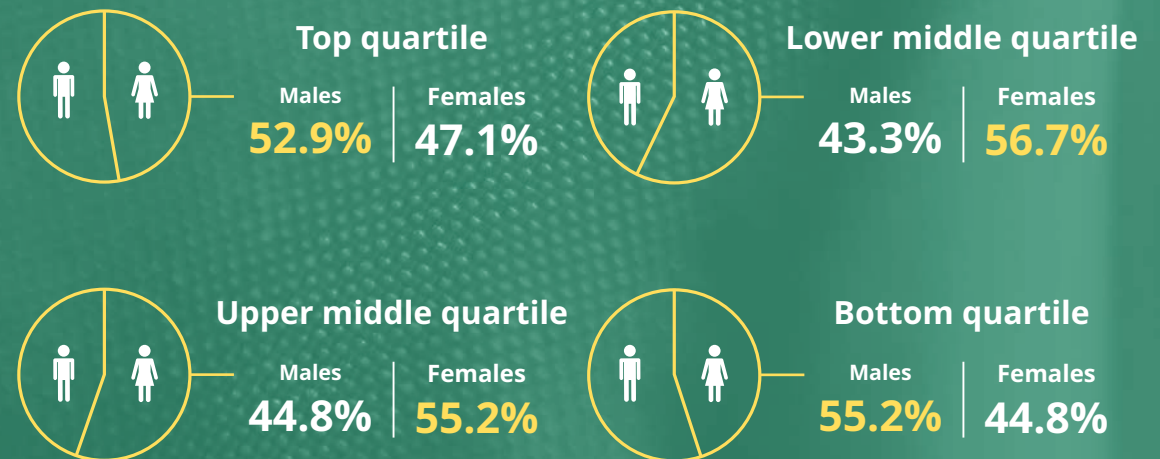
Thanks to our efforts to offer flexible working to our team including a range of part time Warehouse positions and hybrid working for our office team, this has seen an increase of females in both the top pay quartile and the bottom pay quartile where females have increased from 33.9% in 2022 to 44.8% in 2023 with women making up 50.9% of total headcount for the business. As there is such a significant shift of male female split in the bottom pay quartile, this has impacted the mean gender pay gap, but has enabled a more equal male female split across all pay quartiles.

What the mandatory reporting statistics don't reflect is the support for females and the efforts to promote equality, inclusivity and diversity within our business. Males and females are equally represented at Board level, 3 out of 8 of our Senior Leadership Team are females and we're proud to support females in a range of management, supervisory and other key roles across the business.

PenCarrie gender pay data



The proportion of males & females in each quartile's pay band



*<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2023>

PenCarrie bonus data

Our mean bonus gender pay gap is noticeably higher than the other statistics. This is because the bonus is paid in relation to the number of hours a team member is contracted to work. As the vast majority of our part-time team members are female, this directly impacts this figure, alongside a different bonus scheme for senior management and directors.

We're pleased to report such high figures in terms of the percentage of male and female team members who received a bonus. We haven't quite reached 100% yet, as the bonus is not paid to those within their probation period.

PenCarrie bonus data



The median bonus gender pay gap

+24.1%



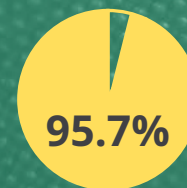
The mean bonus gender pay gap

+64.9%

The proportion of males & females receiving a bonus payment



The proportion of males receiving a bonus payment



The proportion of females receiving a bonus payment



Last year we said we would:

- ✓ Launch a new Equality, Diversity and Inclusion training course for the whole business.
- ✓ Communicate and gather feedback from our team about pay and benefits including bonus to consider any further potential improvements.
- ✓ Review our internal pay processes and policies.
- ✓ Continuously review shift patterns, flexible working and hybrid working.
- ✓ Continue to talk to and take feedback from our team about our gender pay report and communicate how we're aiming to improve.

We have achieved all these goals and in addition, have added some new benefits as well as improving existing benefits for our team members to enjoy.

This year we will take the following actions to improve our gaps:

- ✓ Introduce new policies and processes around pay and pay benchmarking.
- ✓ Continue to offer a range of full and part time roles with hybrid working for office team members and a choice of shift patterns for warehouse team members in response to team member feedback.
- ✓ Implement new processes for managers and team members to have conversations about performance, goals and development opportunities in order to retain and grow our team.
- ✓ Use our Company Values to drive the behaviours across our business so we can create a kind, safe and inclusive workplace where everyone feels they can thrive.
- ✓ Continue to talk to our team and collect feedback about our gender pay report and communicate how we're aiming to improve.