



PENCARRIE

GENDER PAY REPORT

APRIL 2021



Introduction

We're extremely pleased to be able to share the Gender Pay Report for 2021 – our 30th anniversary year. Progressing gender equality is key to the continued success of our family-led business and to a positive, healthy society. There's plenty to celebrate in this year's report, alongside clear pointers towards areas where we can improve.

The aim for any business is to have a gender pay gap that's very close to zero, and we're delighted that the gap at PenCarrie is significantly smaller than the vast majority of businesses in the UK. In fact, PenCarrie is in the unusual position where females on average are paid slightly more than males, which is the opposite to many companies. Whilst we're very proud of our position, we still aim to work towards reducing the overall pay gap further and focussing on our lower-paid team members in particular.

We know changes don't happen overnight, so we'll take steps to make a sustainable difference in the long term, and look forward to recording our progress in the years to come.


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 different groups of males and females in a business.

The 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.

The mean pay gap

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



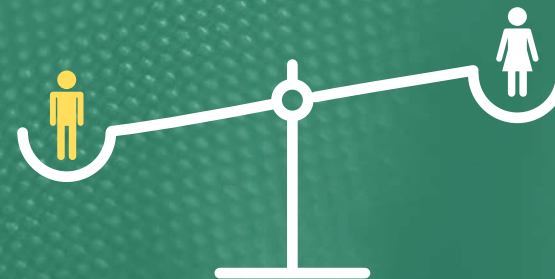
Following the convention set out by the UK Government, a negative number for median or mean pay gap indicates that females on average earn more than males. A positive number indicates that males earn more than females.

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

The gaps for both mean and median pay have decreased from the snapshot for 2020. This is because the data for 2020 didn't reflect the whole workforce, due to the high number of team members who were furloughed and not included in the data at the time, so we can't conclude that this is a long-term trend. However, our gender pay gaps remain significantly below the average UK company, and are now closer to zero, of which we are very proud.

Quartile pay bands

The snapshot data shows we have a fairly even spread of genders across 3 out of 4 of the pay quartiles. We are very proud that 46% of our team in the upper pay quartile are females. The bottom quartile is noticeably less balanced than others which is due to males making up most of the entry level roles in the warehouse. We're working hard to address this, taking feedback from applicants and offering a wider range of shift patterns based on that feedback. Since April 2021, 32% of our warehouse new recruits have been females, so we're already seeing improvement in this area.

[Gender pay gap in the UK - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk)

PenCarrie gender pay data



+15.4%

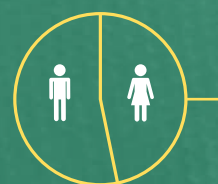


-3.8%



-0.8%

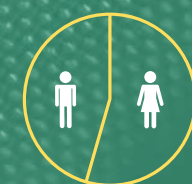
The proportion of males & females in each quartile's pay band



Top quartile

Males
54%

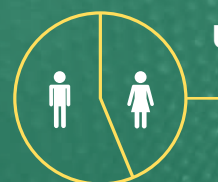
Females
46%



Lower middle quartile

Males
46.8%

Females
53.2%



Upper middle quartile

Males
56.5%

Females
43.5%



Bottom quartile

Males
75.8%

Females
24.2%

PenCarrie bonus data

We're pleased to report that both the mean and median bonus gender pay gap have reduced, and the proportion of both males and females who received a bonus has increased.

- The mean bonus gap has reduced from 49.3% to 43.9% and the median gap has reduced from 15.1% to 2.1%

- The proportion of males receiving a bonus has increased from 82.4% to 89.4% and the proportion of females receiving a bonus has increased from 88.6% to 90.4%

Our mean bonus gender pay gap is noticeably higher than other areas. The bonus is paid in relation to number of hours worked per week. Our policy of supporting flexible working, where the relative proportion of females is high, impacts this alongside a different bonus scheme for senior management and directors.

PenCarrie bonus data



The median bonus
gender pay gap

+2.1%



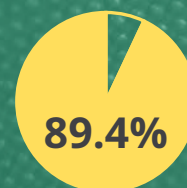
The mean bonus
gender pay gap

+43.9%

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:

- ✓ Increase training and awareness around equality, diversity, and inclusion.
- ✓ Actively discuss the gender pay report with our teams to gain feedback from our team members across the business.
- ✓ Review how we pay bonuses to team members.
- ✓ Regularly review exit interviews for feedback.

This year we'll focus on the following actions to improve any gaps:

- ✓ We've reviewed the way we pay company profit-related discretionary bonuses to the team and are implementing improvements to the process for 2022.
- ✓ We've increased flexible working options with more shift patterns in the warehouse and trials of hybrid working for the office.
- ✓ The physical limitations of the pandemic have made face-to-face training almost impossible, therefore we're prioritising increased training access and options for the team in 2022.
- ✓ We'll continue to review exit interviews and will trial more ways to gather feedback from all teams.
- ✓ We talked to our teams and took feedback about last year's gender pay report, so we'll continue to do this and communicate how we're aiming to improve.