



PENCARRIE

GENDER PAY REPORT

APRIL 2022

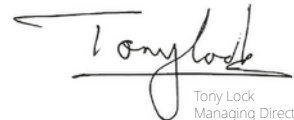
Introduction

We're very pleased to share our 2022 Gender Pay Report. Equality and equity for all team members remains a key business goal and is part of the DNA of our family-led business. We're delighted to report on some improvements in the data when compared to 2021, highlighting the indicators for areas where we can improve.

PenCarrie's aim is for a gender pay gap that's very close to zero, and we're thrilled that our pay gap is again significantly lower than the average rate for UK businesses. Given the cost-of-living crisis affecting the UK in April 2023, it's more important than ever 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, but we'll also aim to ensure our benefits package, company policies, and company culture, ensure equity for all PenCarrie team members.

As with all Gender Pay Reports the data is taken as a snapshot from 5th April 2022, this means the data doesn't always 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.



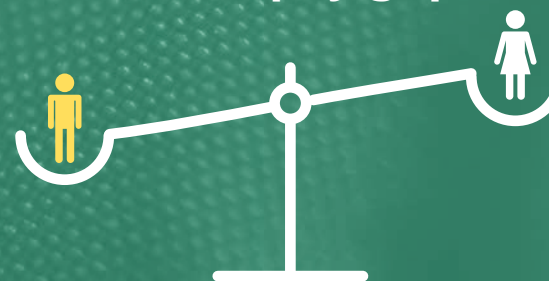
Following the convention set out by the UK Government, a negative number for median or mean pay gap indicates that females on average earn more than males. A positive number indicates that males earn more than females.

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 which we're very proud.

The median gap has improved on 2021 and moved closer to zero, whilst the mean pay gap has increased. This increased gap is linked to the increase in males in the top quartile and we've included an explanation of this in the section below.

Quartile pay bands

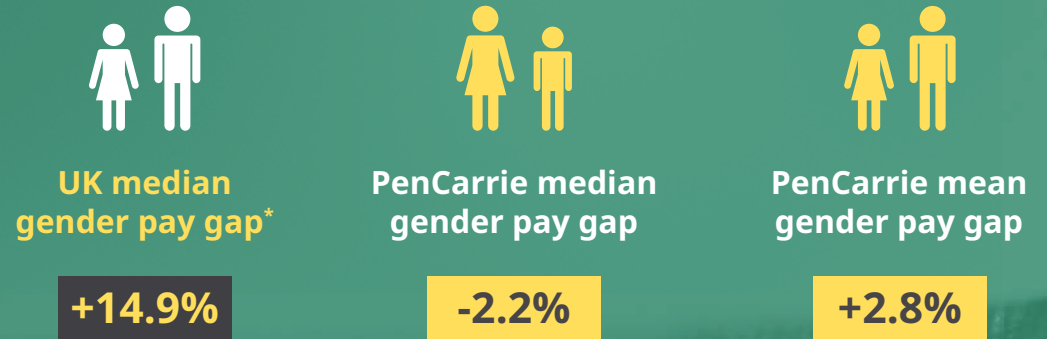
Our last Gender Pay Report was produced using data from April 2021. Between April 2021 and April 2022 when this data was collected our headcount has grown, resulting in a change in the proportion of males and females in each quartile's pay band.

Our results from 2021 showed there were significantly more males than females in the lowest pay bands because of more warehouse entry level roles being held by males. Last year we reported our efforts to adjust shift patterns to make the role more accessible to females, which has been successful and is reflected in the male/female split in the lower quartile being more balanced in 2022.

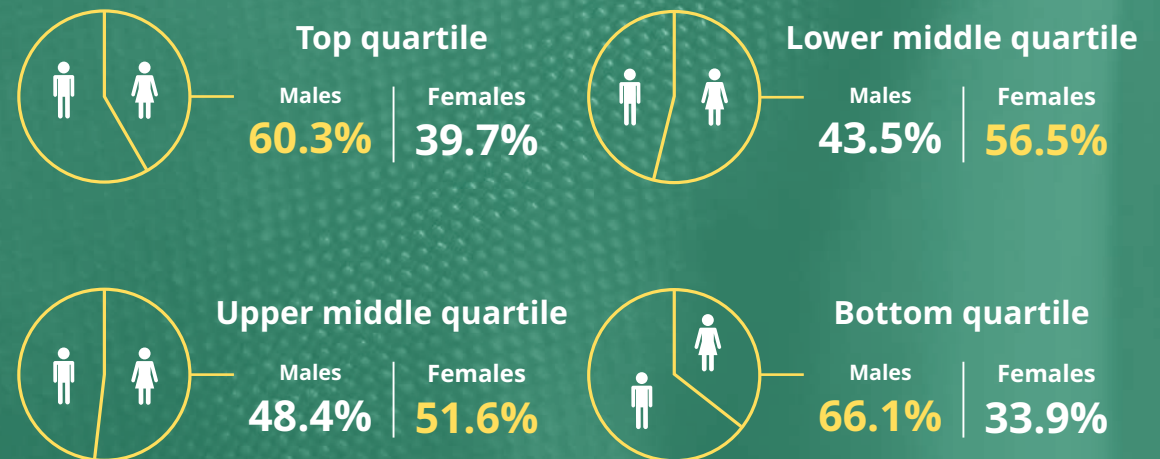
The percentage of females in the top pay quartile has fallen from 46% in 2021 to 39.7% in 2022. This is as a result of some headcount changes with starters and leavers and a small number of women previously in the top quartile whose data was not measurable this year due to leave e.g. maternity leave.

What the data doesn't reflect is the support for females in our business. Within the board of directors, we have an equal split of male and female members, and the Senior Leadership Team includes 3 females out of a total of 8 members. We're also proud to make flexible working accessible for our team. Of the 6 people that started their maternity leave within the 12 months prior to the snapshot date for this gender pay data, we've welcomed 5 out of the 6 back to PenCarrie with flexible working arrangements in place.

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/2022>

PenCarrie bonus data

Our mean and median bonus pay gaps have increased against the data from 2021, but both are still below the rates for 2020 at 15.1% and 49.3% respectively.

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 extremely pleased to report that the percentage of both males and females who received a bonus has increased for the second year in a row. The number of males receiving a bonus has increased from 89.4% in 2021 to 98% in 2022, and the number of females receiving a bonus has increased from 90.4% in 2021 to 94.6% in 2022. This is related to our recruitment patterns, as bonus is not paid to those within their probation period.

PenCarrie bonus data



The median bonus
gender pay gap

+10.5%



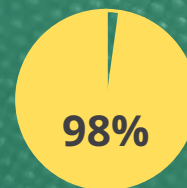
The mean bonus
gender pay gap

+48.1%

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:

- ✓ Prioritise increased training and awareness around equality, diversity and inclusion for the team in 2022.
- ✓ Continue to talk to and take feedback from our team about our gender pay report and communicate how we're aiming to improve.
- ✓ Implement improvements to the bonus process for 2022.
- ✓ Continue to review exit interviews and trial more ways to gather feedback across all teams.
- ✓ Extend options and access to training and development opportunities.
- ✓ Increase flexible working options with more shift patterns in the Warehouse and trials of hybrid working for the Office.

We've achieved all these goals and created increased transparency about pay scales in the warehouse and introduced premiums to reward those working less sociable hours.

In 2023 we will take the following actions to improve our gaps:

- ✓ 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.