PENCARRIE

# GENDER PAY REPORT

APRIL 2024

# Introduction

We're very pleased to share our 2024 Gender Pay Report. Equality, Equity and fair pay for all team members continues to remain a key business goal for PenCarrie. We're happy 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 UK average rate. Given the rise in the cost of living and rising business costs affecting the UK in 2025, it's ever more important that we maintain a focus on fair pay. Not only will we continue to focus on working towards a neutral pay gap, but we also aim to ensure our whole 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 2024 following the guidance on calculations. This means the data doesn't reflect everything in the day to day of what happens here at PenCarrie. We continue to focus on data over the long term to identify trends and actions to continue our progress with enduring practices.

Nicci Gratwicke
Exec Chair/Shareholder

Mark Campbell
CEO

# 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.

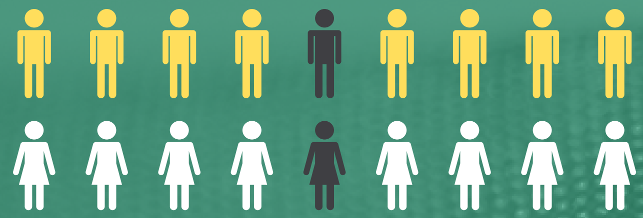
### The gender pay gap is different from equal pay

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.

**Males**  **Females**

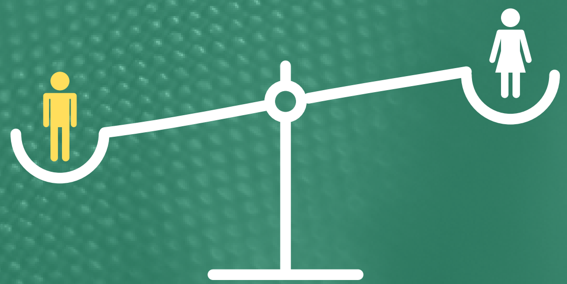
**Following the convention set out by the UK Government, a negative number for median or mean pay gap indicates that females on average earn more than males. A positive number indicates that males earn more than females.**

## 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 at 6.8% remains significantly below the UK average of 13.1% for all employees, of which we are very proud.

The median gender pay gap is broadly neutral indicating there is little difference in hourly pay rate for the middle earning female to the middle earning male. However, we continue to work towards our long-term aspirational score of retaining 0% median gender pay gap as we did in 2023.

The mean pay gap has increased slightly from the previous year and has been impacted by a small increase in the percentage of males in senior management positions. However, 48% of our wider management teams are female. Like the median gender pay gap, our aspiration for the mean gender pay gap is to be broadly neutral and our long-term goals are aligned with this.

What the mandatory reporting statistics won't tell you about, is our focus on equity for all team members and the efforts to promote equality, inclusivity and diversity within our business. Males and females are equally represented at Board level and we're proud to support females in a range of management, supervisory and other key roles across the business.

We continue to communicate with and take feedback from our team about what is important to them and as such, we continue to offer flexible working to our team including a range of full and part time positions across the business and hybrid working for our office team.

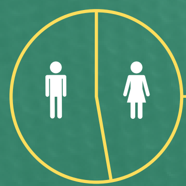
## PenCarrie gender pay data

**UK gender pay gap***
**+13.1%**

**PenCarrie median gender pay gap**
**+1.6%**

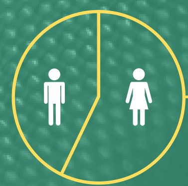
**PenCarrie mean gender pay gap**
**+6.8%**

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



**Top quartile**

| Males | Females |
|---|---|
| 58% | 42% |



**Lower middle quartile**

| Males | Females |
|---|---|
| 43.5% | 56.5% |

**Upper middle quartile**

| Males | Females |
|---|---|
| 46.4% | 53.6% |

**Bottom quartile**

| Males | Females |
|---|---|
| 64.7% | 35.3% |

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

# PenCarrie bonus data

We are very pleased to confirm that both our mean and median bonus gender pay gaps are significantly reduced from the previous year as part of long-term work on our gender pay goals.

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 reached 100%, as the bonus is not paid to those within their probation period.

## PenCarrie bonus data

**The median bonus gender pay gap**

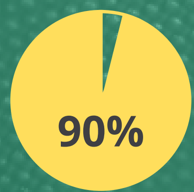
**+11.9%**

**The mean bonus gender pay gap**

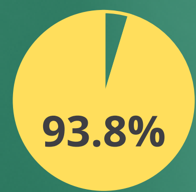
**+39.2%**

## 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:

✓ Introduce new policies and processes around pay and pay benchmarking. **Our People and Culture team introduced a pay policy and worked with our management teams to benchmark pay when recruiting.**

✓ 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. **We reviewed and updated our hybrid working policy for office team members and continue to review and offer a range of warehouse shift patterns.**

✓ 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. **We are continuing to evolve how we do this across all areas of the business.**

✓ 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. **Our Values Champions continue to embody the values and dozens of team members across the business have been rewarded with 'values cards' for their 'Values' behaviour.**

✓ Continue to talk to our team and collect feedback about our gender pay report and communicate how we're aiming to improve. **We communicate with our team members in lots of ways, and our Staff Forum continue to be a great sounding board and collective voice for our team members particularly around our gender pay gap.**

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

Throughout 2025 we will continue to work on the goals for long-term development as listed above from 2024 with focus on processes for performance, goals and development opportunities, as well as:

✓ Continuing to deliver Equality, Diversity and Inclusion training and other training to grow our team.

✓ Communicate and gather feedback from our team about pay and benefits.

✓ Communicate and gather feedback from our leavers and new starters to ensure we remain an employer of choice.