

## British Ceramic Tile, Gender Pay Gap Report (April 2017)

The Gender Pay Gap reporting legislation, which came into force in April 2017, requires all UK employers with 250 or more employees to publish annual information detailing pay differences between male and female employees.

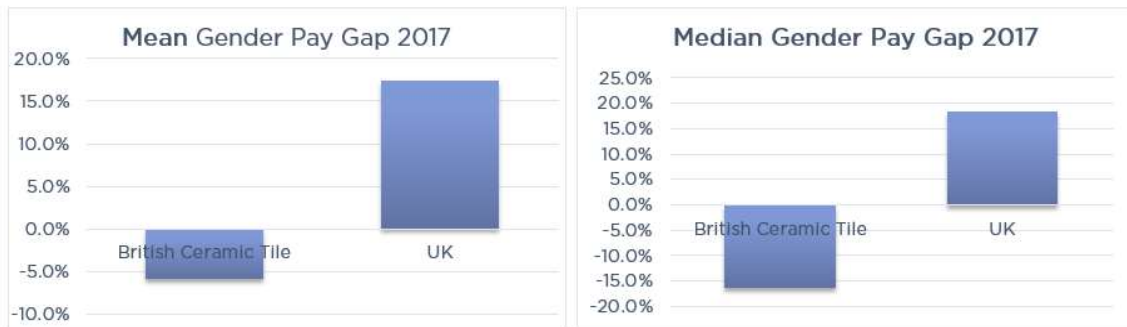
A 'gender pay gap' is the difference between average male and female pay across an organisation, regardless of the nature of work. This means that gender distribution across roles and 'grades' will be a significant driver of any gap. An 'equal pay gap', on the other hand is different, this refers to an unlawful pay gap between male and female employees carrying out equal work.

British Ceramic Tile is committed to the principle of equal opportunities and equal treatment of all employees, and therefore welcomes this recent legislation and associated requirements. We operate robust and objective pay processes and are confident that all our employees are paid fairly based on merit.

### Analysis of hourly rates

The tables below show our 'mean' (average) and 'median' (middle) hourly pay gaps (based on the payroll data for the relevant snapshot date of 5<sup>th</sup> April 2017).

Our pay information is also compared here with the national average (based on ONS Annual Survey of Hours & Earnings 2017).



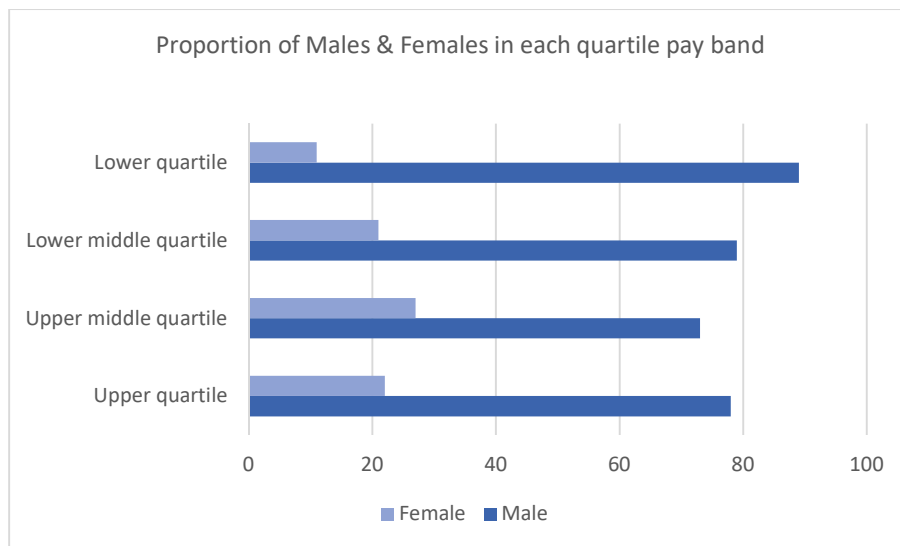
The mean gender pay gap is the difference between the average hourly rates of pay for women, compared to the average hourly rate for men. British Ceramic Tile's mean gender pay gap information indicates that it is in favour of our female colleagues and significantly lower than the national average.

The median gender pay gap is the difference in hourly pay between the female and the male in the middle of their lines, by looking at this calculation as well it thereby reduces the impact of our highest and lowest paid employees. As with the mean calculations, British Ceramic Tile's median gender pay gap indicates that it is in favour of our female colleagues and also significantly lower than the national average.

# british ceramic tile

## Gender distribution across pay quartiles

The table below illustrates the gender makeup of British Ceramic Tile's workforce in each of four equally sized pay quartiles.



The Quartiles are calculated by ordering the hourly rates of pay for each employee across the business from lowest to highest and subsequently splitting that list into four equal-sized groups and calculating the percentage of males and females in each group.

Overall, 20.4% of British Ceramic Tile colleagues are female (as of April 2017), however the gender mix differences between quartiles are not significantly different. We are proud that this demonstrates that we have a diverse representation at different levels of the organisation including the senior management team and this is why our gender pay gaps are significantly below the national averages.

## Analysis of bonus payments

This table shows our mean and median bonus gaps (based on bonus data from April 2016 to March 2017).

<b>Mean</b>	<b>-87%</b>
<b>Median</b>	<b>-6150%</b>

Bonus pay includes anything that relates to profit sharing, productivity, performance, incentive and commission.

We have a good representation of women across our commercial departments in which a number of the roles attract a bonus/commission schemes, as well as across senior roles which results in both the

# british ceramic tile

mean and median gap showing in favour of women. This mirrors the mean and median ordinary pay gap, which is also in favour of women.

## **Proportion of colleagues receiving a bonus**

Among British Ceramic Tile's colleagues, 72% of men and 65% of women received a bonus in the 12 months prior to April 2017. There was a 13% difference between the number of men and women being paid a bonus for performance in year 2015/16, this gap is largely due to the higher representation of males in our Production environment, who received a quality related bonus during the period.

## **Summary**

For British Ceramic Tile, the information above indicates that the Gender Pay Gap is in favour of women, both in ordinary pay and the payment of bonus. It also indicates a diverse representation at different levels of the organisation including the senior management team and this is why our gender pay gaps are significantly below the national averages.

Whilst in some instances the gap is quite significant, we remain confident that our Gender Pay Gap does not stem from paying men and women differently for the same equivalent work. Rather, our gender pay gap is the result of the roles in which men and women working within the organisation and the salaries that these roles attract.

British Ceramic Tile will continue its commitment to ensuring a fair and consistent approach to all aspects of employment, in terms of pay and reward as well as other areas, to include:

- ✓ The promotion of flexible working opportunities and part-time opportunities
- ✓ Ongoing development opportunities and programmes, accessible for all to ensure that all colleagues are able to progress their careers and reach their potential
- ✓ Continual review of our policies to ensure they support our colleagues to balance what matters most to them



Tony Taylor, Chief Executive Officer

*We confirm that the data reported is accurate.*