



OUR 2021 GENDER PAY GAP REPORT

In order to remain number one in our market, it is extremely important that we create a winning culture that supports our growth plans. To achieve this, we employ talented individuals who strive to be brilliant every day, regardless of gender.

We've worked hard to ensure we remunerate and reward our people based on performance, contribution and market data. Ensuring we encourage career progression for **all** our colleagues is fundamental to creating a more innovative and high performing company for the future.

In this report, we provide our gender pay gap information, identify the causes of the pay gap and outline our plans for closing the gap. The gender pay gap measures the difference between the average earnings of all men and all women regardless of role, seniority and length of service. It is distinct from equal pay, which is when a male and female are paid differently for carrying out work of equal value. We are confident, that due to the process we have in place for any individuals pay review and the external benchmarking exercise we carry out on an annual basis, we do not have an equal pay issue. This has been confirmed through an independent audit.

We're very proud of the organisation and the workforce that underpins our success and we are committed to challenging ourselves about the underlying reasons for the gap and working to address it.

A handwritten signature in black ink, appearing to read "M Mongan".

Martin Mongan
CEO

A handwritten signature in black ink, appearing to read "S Forbes".

Steve Forbes
Chief HR Officer

Our Gender Pay Gap Statistics

Difference between men and women		
	Mean	Median
Hourly fixed pay	25.87%	27.61%
Bonus	65.41%	22.82%

The table above shows our overall mean and median gender pay gap based on hourly rates of pay as at the snapshot date (i.e. 5 April 2021). It also captures the mean and median difference between bonuses paid to males and females at Bristan Group in the year up to 5 April 2021.

Our mean gender pay gap has increased by 1% year on year, primarily as a result of our new CEO who joined us in February 2021. Our previous CEO, based in Germany, was temporarily seconded in from our parent company Masco, and therefore not paid through our UK payroll. However, our median gender pay gap has decreased by 1% year on year due to the gender mix of new recruits and leavers from the business.

Our mean bonus gap has decreased by 5% this year as a result of us paying company bonus, unlike the previous year.

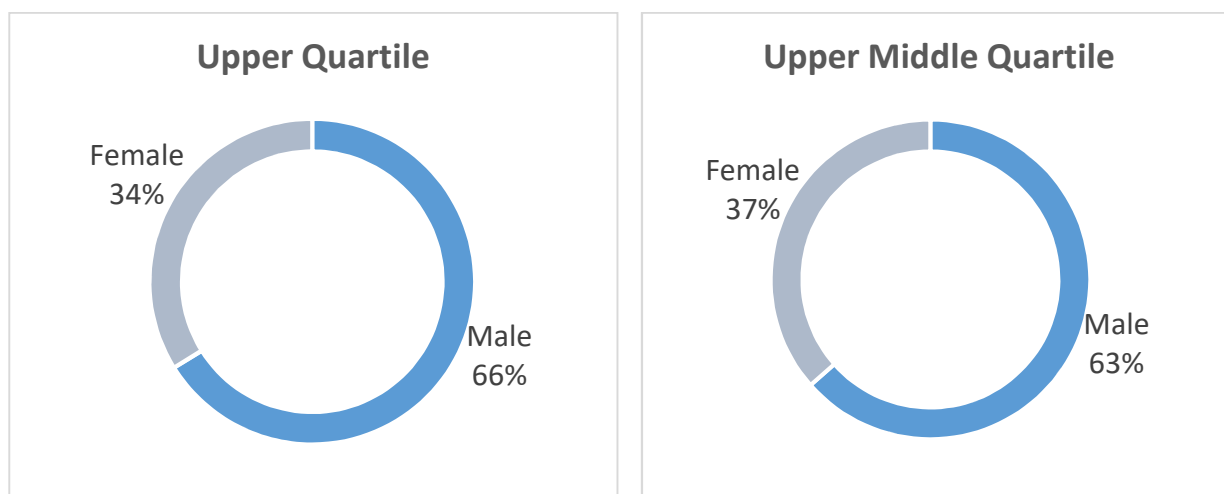
Proportion of colleagues awarded a bonus for 2020

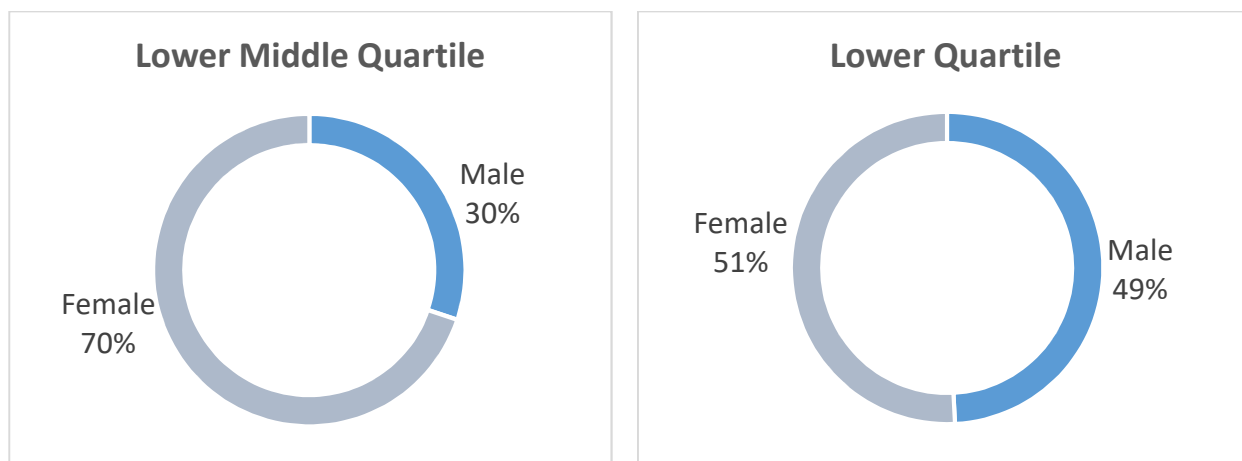
	Female	Male
Bonus	66%	75%

Company bonuses were paid to 100% of eligible employees for 2020 performance, however, not all employees are eligible (mostly individual contributors on lower grades). Other bonuses include sales bonus and long-term incentives.

Female employees are more likely to sit in roles that are not eligible for a bonus of any type (see quartile data below) which is why there is a slight difference in bonus eligibility.

Salary Quartiles (percentage of gender according to salary brackets)





The above images illustrate the gender distribution at Bristan Group across four equally sized quartiles, each containing approximately 63 colleagues.

Our Future Focus

Our target continues to be that 40% of roles in the top 2 quartiles are occupied by women by 2022, with a 50/50 parity by 2025. This year, we increased the percentage of women in the upper quartile by another 3.5% compared to 2020, a total of 7% since gender pay gap reporting was introduced.

However, the under representation of women in more senior roles continues to drive our gender pay gap. Only 20% of employees in our 20 highest paid roles are female (up from 15% in 2020), which demonstrates we are making step change towards gender equality at the top.

Attracting female talent

Despite the challenging market conditions that the Covid-19 pandemic has brought us over the last 12 months, we continue to focus on attracting more talented females to our business, and aim to achieve the following:

- The language we use during the recruitment process is free from any bias
- A one in two female shortlist for all senior recruitment

Supporting existing female employees

The Covid-19 pandemic has taught us that our business can thrive on a more flexible approach to work. Therefore, we have made the decision to continue with this approach on a permanent basis, encouraging all of our employees to decide with their manager on what works best for them in regards to their working hours.

Recent data suggests that women continue to take primary care responsibility for children, especially during the pandemic. Therefore, our new flexible approach to work will continue to support our female employees who need the flexibility, enabling them to succeed.

Diversity, Equity & Inclusion (DEI) Awareness

We have created a plan that aims to improve employee awareness around DEI. Part of this plan includes unconscious bias training that was rolled out in April 2021, with additional awareness planned every quarter. We also plan to introduce an employee forum to keep DEI matters at the forefront.