

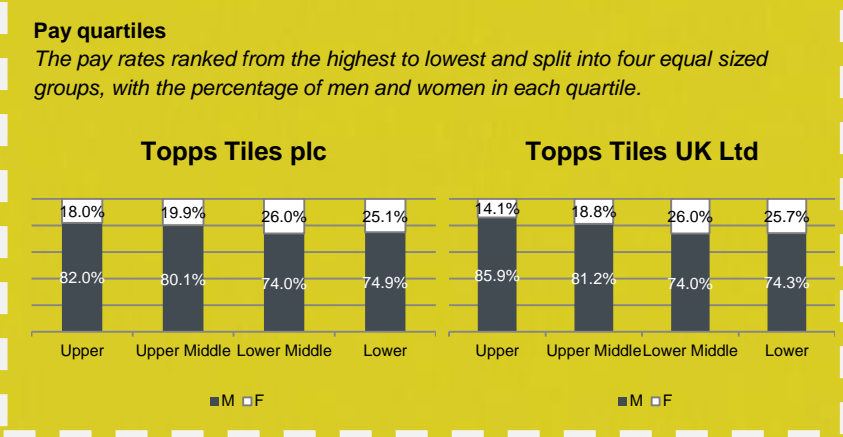
At Topps Tiles we believe that having great people helps to create a great company. To successfully provide our customers with great inspiration, advice and service on their projects we aim to recruit, develop and retain diverse teams of people. We are committed to ensuring that all our roles are filled by the best candidate, irrelevant of gender, background or any other factor.



What is gender pay?
 Gender pay gap legislation requires any employing entity with 250 employees or more to publish their gender pay for these employees. At Topps Tiles, we have one main employing entity - Topps Tiles UK Ltd – which covers all our store employees (c1,700) which we legally have to report on, however, all our employees (c2,000) are part of Topps Tiles plc which we are also choosing to report on here.

Gender pay is different from equal pay. Gender pay compares the average earnings of all male colleagues versus all female colleagues, irrespective of their individual role or seniority, whereas equal pay compares the pay a man and a woman both receive when doing the same or similar job. At Topps Tiles, we review all reward packages regularly to ensure we have fairness across all colleagues.

Our gender pay gap has reduced to **10.3%** and remains significantly lower than the UK average* (**17.2%**)



Our gender pay gap
 The difference in the hourly pay for women compared to men in the pay period that included the snapshot date (5th April 2018)

	Topps Tiles plc**	Topps Tiles UK Ltd
Mean pay gap	10.3%	6.8%
Median pay gap	4.1%	4.8%

Our gender bonus gap
 The difference in all bonuses received in the 12 months prior to the snapshot date (5 April 2018), by women and men employed at 5 April 2018.

	Topps Tiles plc**	Topps Tiles UK Ltd
Mean bonus pay gap	33.8%	19.0%
Median bonus pay gap	27.1%	20.8%
% of men / women receiving a bonus	M = 94.3% F = 90.3%	M = 95.9% F = 91.7%

Our gender pay gap has reduced to 10.3% and remains significantly lower than the UK average* (17.2%). However, we still have a gap and this continues to be influenced by the demographic of our colleague population:

- 1. More senior roles remain predominantly male**
 - The % of female colleagues in a Store Manager and above role has increased to 23.7% (+4.7%), however this remains below the % of our male colleagues (28.8%)
 - 25% of our Service Specialists, who account for c1,000 of our c2,000 employee headcount, are women vs 15% of our Store Managers
- 2. Part time roles remain predominantly female**
 - 28.4% (+0.4%) of all female colleagues are P/T vs 15.1% (-0.9%) of all male colleagues
- 3. Strong colleague retention in more senior roles**
 - Length of service for male Store Managers has increased to 8.9 years (+0.3) vs 6.2 years (-0.3) for female colleagues

Bonus and incentives are an important part of our reward package we offer and all our colleagues have the opportunity to earn market leading bonus and incentives, irrelevant of their role. Our bonus gap figures are influenced by:

- 1. The number of females vs males in senior roles. Similar to many companies, our bonus opportunity increases with seniority**
- 2. Individual sales and store performance. Colleague bonuses and incentives are directly linked to how they and their store perform**
- 3. Part time colleagues and new hires. The calculations are not pro-rated for hours worked, or length of service in the period year and it therefore takes time to build and realise their bonus and incentive opportunity**

Addressing our gender pay gap
 The nature of our business has historically attracted more male colleagues than the overall retail sector, however over the past few years we have taken several steps to further improve our employee diversity by:

- Continuing to focus on our employer brand** - which includes case studies from a diverse mix of colleagues to ensure we are attracting a variety of male and female candidates from all backgrounds
- Ongoing L&D support** – we help all colleagues to develop the technical skills required for their role meaning previous DIY or product experience is not required
- Maintaining our market leading bonus and incentive opportunities for all colleagues**
- Ongoing improvements in our working practices and policies supporting all colleagues:**
 - Our highest ever wellbeing score in our employee engagement survey** - including defining our wellbeing expectations and implementing actions to further improve store working environments, working hours and flexibility, and manual handling
 - Continuing to offer retail leading family friendly policies** - to help colleagues take time out of work to raise a family. We also offer colleagues the option to take a further week's unpaid holiday in addition to their existing holiday entitlement

All these steps have helped to increase our female representation across our business, for example:

- 23.7% of our colleagues are female** (up from 23% prior year)
- 69.3% of our store teams have at least one female in store** (up from 69% prior year)
- Increasing the number of females in our senior leadership roles**

Mark Taylor – Director of Human Resources, Topps Tiles

*ONS (October 2017)
 **data excludes Parkside