Brewers DECORATOR CENTRES

By Appointment to Her Majesty The Queen Decorators' Merchant © Brewer & Sons Ltd

Gender Pay Gap Report 2025

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Brewers, the Destination for Decorators, is a family business that has been selling paint, wallpaper and associated decorating materials for over 120 years. We operate from a growing network of more than 200 Decorating Centres across the country. We have been and remain passionate about being a workplace where every person is accepted as equal, inspired to participate and empowered to succeed.

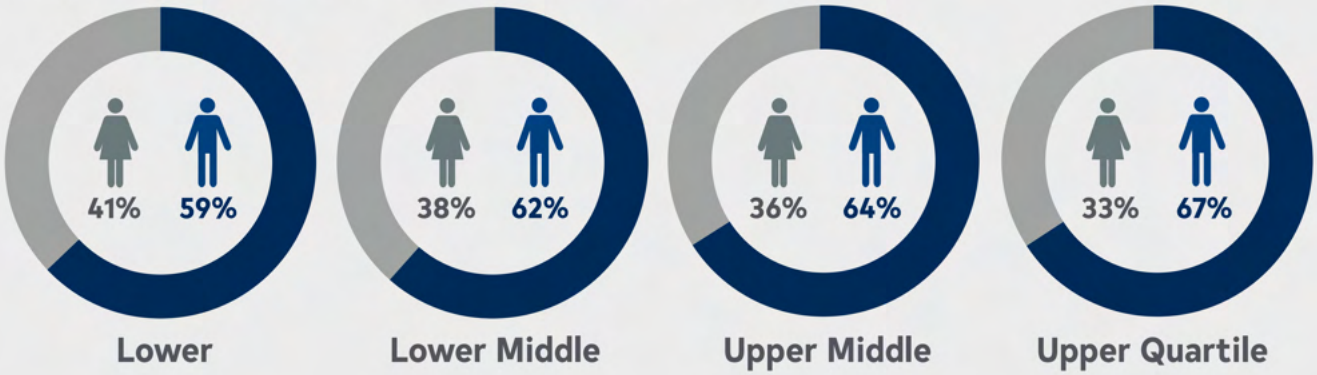
Understanding the Numbers

The data shows that in Brewers, there are significantly more men than women employed across the business where the majority of colleagues are based in the branch network. This is not entirely surprising as we operate in what has historically been and still is, a male dominated sector. We are working hard to reduce this difference and year on year we are seeing a small but nonetheless positive improvement. The improvement is now 5.6% since the first reporting period in 2017 and women now represent 37.1% of our workforce (up from 31.5% in 2017).

Our median (middle) gender pay gap is 0.6% and mean (average) gender pay gap is 11.8% based on hourly rates of pay as at the snapshot date (5 April 2025). The median has been consistently better than the national average, including this year (12.8% median for all employees - ASHE survey released by ONS 23 October 2025)

Mean	**11.8%**
Median	**0.6%**

Proportion Of Men And Women In Each Quartile Pay Band



The above image illustrates the gender distribution at Brewers across four equally sized pay quartiles

As is the case with many larger businesses, in Brewers, there are fewer senior roles in the structure and a significantly higher proportion of these roles are currently held by men. That is, in part, symptomatic of the historical picture of the sector being overwhelmingly dominated by males. Turnover of staff at a more senior level is generally lower than can be seen at a more junior level. This means that there are fewer senior vacancies and therefore the speed with which females can progress to the senior roles and close the gap in the Upper Quartile is more limited. However, in this reporting period we have seen a further increase in the proportion of female representation in the upper quartile (1.7%) and a 12% improvement since the initial reporting period for 2017.

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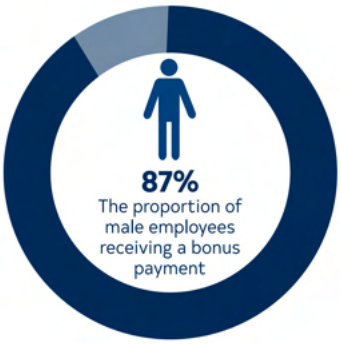
Bonus Gap

Mean	26.6%
Median	5.6%



The images show the differences in the value of bonuses paid to men and women at Brewers in the year up to and including 5 April 2025, together with the percentage of men and women who received a bonus in the same period. We are proud that our profit share and long service award schemes (included in these bonus results) are awarded across all job roles. The slight reduction in the percentage of colleagues who received a bonus arises from the timing of an acquisition that occurred in early 2025. Colleagues that joined us through the acquisition were employees of ours on the snapshot date, but were not employees of ours on the earlier date when the profit share payment was made (November 2024). The position will regularise in next year's report.

What are we doing to address our gender pay gap?

We will remain focused on our Equality Diversity & Inclusion strategy and its three key objectives; i) being a great place to work; ii) being a representative of our customer base and community; and iii) supporting communities we live in. This will remain our focus alongside our commitment to environmental and social sustainability.

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We have made further enhancements to our benefits and implemented new family friendly policies and packages to demonstrate our commitment to being a responsible employer including:

- adding a carer's package to our cancer support programme; and
- introducing paid carer's leave as well as further enhancements to our maternity, adoption, parental and paternity pay.

Learning is also key in this arena and we plan to:

- introduce a mentoring programme which will be open to all, but will focus on under-represented groups at management level;
- continue to develop our "Managers for the Future" programme to deliver a clear and equitable pathway for colleagues to progress;
- offer open resources and webinars on mental health, menopause and neurodiversity; and
- ensure there is wellbeing support available when colleagues need it, which will include introducing wellbeing training for managers in 2026 and
- continue with our suite of ED&I training.

Our work in the recruitment area is also showing small but significant changes with a 6% increase in the number of women new joiners to the business in 2025 compared to 2024. Our application levels remain broadly static although the percentage of applicants who 'prefer not to say' in respect of the gender question remains a significant figure at 28%.

We are now gathering data to assess the success of these changes to see how they are having a positive impact on our gender pay gap. We will also use the data to understand how we can retain female workers within the business and encourage others to apply.

We remain committed to proactively working to reduce the gender pay gap. We have seen the positive outcomes following the changes we have made to date and wish to carry on making such changes so that we can continue to reduce the gender pay gap.

I confirm that information within this report is accurate.

Alison Lawfield
Director
February 2026