Heat Merchants Group

Gender Pay Gap Report 2025

Heat Merchants Group

a **WOLSELEY** company

Introduction

Under the Gender Pay Gap Information Act 2021, Irish organisations with more than 50 employees must report on their gender pay gap across a range of measures.

This is our fourth Gender Pay Gap Report, covering the period 1 July 2024 to 30 June 2025, with a snapshot date of 30 June 2025.

At Heat Merchants Group, we design our reward structures to be fair and gender neutral. Where differences in pay or bonuses exist between male and female employees, these are largely influenced by the structure of our workforce rather than by pay practices.

Our Group includes two businesses:

- Heat Merchants, a trade-focused business in heating, plumbing, and renewable energy.
- Tubs & Tiles, a retail-focused business in tiles and sanitary ware.

Both businesses are supported by our Central Warehouse and Office Support Teams.

Like many companies in the merchanting industry, we have fewer females in trade counter and warehouse roles. When these structural factors are considered, we believe pay differences reflect individual performance, experience, and skill sets. We remain committed to creating an inclusive workplace and encouraging greater gender balance across all areas of our business.

What is the Gender Pay Gap?

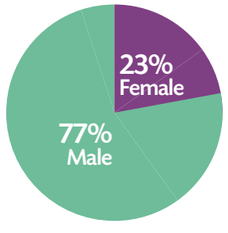
The gender pay gap is the difference in the mean and median pay and bonuses between males and females across the workforce. A positive value for a 'mean' gender pay gap would show that, on average, males occupy higher paid roles than females whereas a negative value would mean that, on average, females occupy higher paid roles than males.

The gender pay gap report looks at a number of different metrics including:

- The mean and median hourly pay gap between all male and female employees.
- The mean and median hourly pay gap between part time male and female employees
- The mean and median hourly pay gap between male and female employees on temporary contracts
- The mean and median bonus pay gap between all male and female employees
- The percentage of male and female employees who received bonus pay
- The percentage of male and female employees who received benefit in kind
- The percentage of male and female employees in each of four pay band quartiles

Gender pay gap reporting should not be confused with Equal Pay, which is a legal requirement and looks at whether a group of people carrying out similar duties are paid fairly compared to one another. Heat Merchants Group is an Equal Pay employer.

Our Total Workforce



	Male	Female
Heat Merchants	100%	0%
Tubs & Tiles	55.56%	44.44%
Central Warehouse	95%	5%
Central Business Support	39.34%	60.66%

OUR 2025 DATA AT A GLANCE

Mean Gender Pay Gap	**2.78%**
Mean Gender Pay Gap (PT)	**- 12.80%**
Median Gender Pay Gap	**- 2.63%**
Median Gender Pay Gap (PT)	**- 9.63%**
Mean Bonus Pay Gap	**- 14.52%**
Median Bonus Pay Gap	**6.29%**
Percentage of Employees to Receive a Bonus	**89.33%** Female | **89.84%** Male

Our Gender Pay Gap

Our workforce is currently 77% male, which reflects the nature of our largest business within the Group, (Heat Merchants), operating in the heating, plumbing, and renewable energy sector. This sector traditionally has fewer women in trade counter and warehouse roles.

Female employees are primarily employed in our Central Support teams and within the retail division, (Tubs & Tiles). Roles in Tubs & Tiles include monthly commission payments as part of overall remuneration, which means these positions generally do not fall into the lowest pay band (Quartile 1).

At Heat Merchants Group, we are committed to fair and transparent pay practices. Our latest Gender Pay Gap analysis shows that pay differences within our organisation are primarily influenced by the structure of our business and the types of roles held by men and women, rather than by unequal pay for the same work.

Overall Pay Gap: On average, males earn slightly more than females (2.78%). However, when looking at the median, females earn slightly more than men (-2.63%).

Part-Time Roles: Females hold the majority of part-time positions (73%), and these roles tend to have higher hourly rates, resulting in a negative pay gap of -12.80% (mean) and -9.63% (median) in favour of females.

Temporary Roles: There is no gender pay gap for employees on temporary contracts. Both male and female employees receive the same mean and median hourly pay.

Our Gender Bonus Gap

Our bonus calculations include annual performance bonuses, sales incentive commissions, and retail sales commissions. Bonus schemes in Heat Merchants and Tubs & Tiles are generally linked to brand or branch performance, while bonuses for Central Support and Distribution teams are based on overall company performance.

We acknowledge that the high proportion of male employees within our workforce (77%) influences our mean and median gender pay and bonus gap figures. While we are committed to managing reward fairly and in a gender-neutral way, the structure of our business and the roles eligible for commission have a significant impact on these outcomes.

Because of the way our business is structured, female employees tend to receive higher bonuses on average, resulting in a mean bonus gap of -14.52% (indicating females earn more on average). However, when looking at the median (middle point), male employees are slightly ahead, with a median bonus gap of 6.29%. This difference reflects the types of roles and performance-based bonus structures rather than unequal treatment. With 331 employees in total (256 male and 75 female) and bonus eligibility rates of 90.23% for males and 89.33% for females.

Our Salary Quartiles

The legislation requires us to identify our hourly remuneration pay range for all employees, divide into equally sized quartiles and populate with the proportion of male and female employees in each quartile. Hourly remuneration ranges from lowest (Quartile1) to highest (Quartile 4). This is set out below

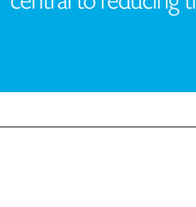
The data indicates that female representation across all four quartiles is broadly consistent with the overall proportion of females within the Group. The highest concentration of female employees is in Quartile 3, and collectively, Quartiles 3 and 4 account for 53% of all female employees. Roles in warehousing and delivery driving are primarily located in the lower quartile, and as of 30 June 2025, only 2 females were employed in these positions.

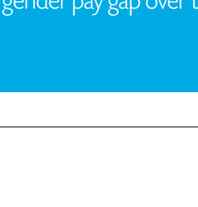
Proportion of men and women in each salary quartile

Quartiles	Male %	Female %
Q1	77.10843	22.89157
Q2	80.72289	19.27711
Q3	72.28916	27.71084
Q4	79.26829	20.73171

BIK Gender Gap

23.8% of male employees receive a Benefit in Kind, compared to 8% of female employees. This difference is primarily due to a significantly higher proportion of males occupying roles that require a company vehicle.





Conclusion

We acknowledge that the high proportion of male employees within our workforce influences our mean and median gender pay and bonus gap figures. However, we remain committed to managing reward in a fair and gender-neutral manner. To support this, we continue to ensure that:

- Structured pay management is applied consistently across the business, based solely on job role and merit.
- Pay and reward structures are benchmarked against relevant market data to maintain competitiveness and fairness.
- Enhanced family leave pay has been introduced to attract and retain more female employees.
- Diversity and inclusion training is embedded in our induction programme to promote an inclusive culture.
- Flexible working requests are reviewed objectively to support work-life balance.
- Flexible start and finish times are highlighted during recruitment to encourage broader participation.
- Review of policies and procedures to ensure fairness across the Group.
- Our minimum pay rate exceeds the National Minimum Wage by 50 cents per hour, ensuring fair baseline compensation.

By analysing and publishing this information annually, we create opportunities to monitor trends, identify areas for improvement, and learn from best practices across other organisations. This ongoing commitment is central to reducing the gender pay gap over time.

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