

## Gender Pay Gap Reporting

### Nicholls & Clarke Limited

#### Our commitment to equality

At Nicholls & Clarke Limited we take pride in having a workplace which aims to ensure our people are respected and valued, whoever they are and rewarded fairly based on their skills, ability and the requirements of their role.

It is no secret that like many industries, the construction sector employs many more men than women. As a consequence, some of the benefits of a diverse work force have not been realised and we are determined as a company to continue to encourage women to develop their careers here at Nicholls & Clarke Limited and to move into more senior roles.

#### Identifying a gap

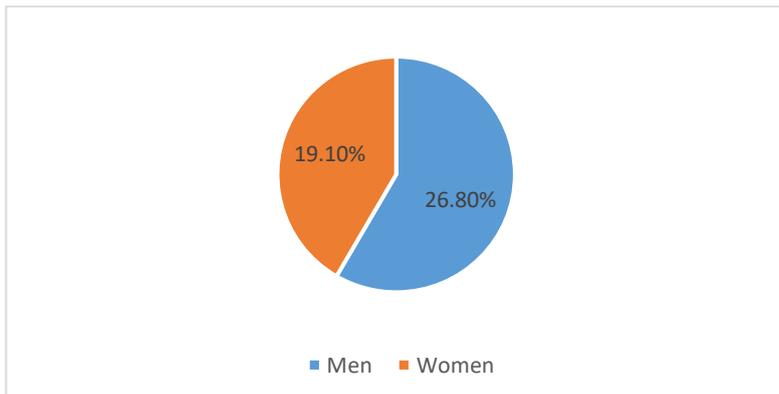
National statistics show that generally men are paid more than women. Companies with more than 250 employees have been asked by the Government to publish any pay difference experienced by men and women (it's referred to as the 'pay gap'). How that pay gap is calculated is set out by the Government who wanted every business to measure pay on 5 April 2017 (and at the same date every year after). The statistics below reflect our pay at that date.

#### A snapshot

On 5 April 2017 our:

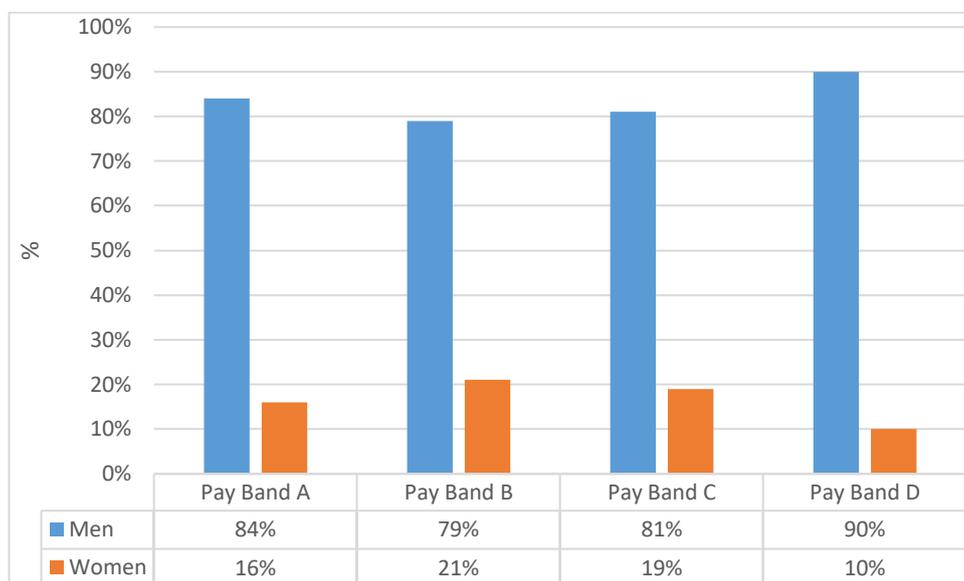
Mean pay difference between men and women	13.1%
Median pay difference between men and women	3.6%
Mean difference in bonuses paid to men and women	47.8%
Median difference in bonuses paid to men and women	30.3%

The proportion of men and women receiving a bonus in the twelve months before 5 April 2017



The bonus payments we make includes commission for sales and is intended to reward past performance and incentivise our people for the future. No bonus payment will be made to an employee who is serving notice at the time of payment.

If you split pay across the group into four equal pay bands the following table shows the proportion of men and women in those pay bands



It's important to say that these results don't mean we pay employees differently for doing the same job but they do show that we employ a lot more men than women and that we have a lower proportion of women in leadership and senior roles in our organisation.

We believe that these figures reflect the lack of women in senior roles in the organisation. We do have a significant number of women in middle management roles and they make a significant contribution to the success of our company. However, going forward whilst our requirement is to recruit the best available talent for the group we will aim to bring women into more senior roles

We will be able to achieve this by encouraging more flexible working practices and supporting families with small children. We do have a good history in supporting our staff and our aim must be for this to continue. We still have much to do to ensure we have a sufficient pipeline of female staff in our senior management team and we are undertaking a range of initiatives to help us meet and address diversity imbalances as part of our inclusion strategy.

G D Cooper

Finance Director & Company Secretary