

## Nicholls & Clarke Limited

### Gender Pay Gap Reporting –

#### 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.

We operate in the construction sector which employs many more men than women. As a consequence some of the benefits of a diverse work force have not been fully realised. 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. We are working hard to improve the gender balance. However the balance can be impacted when one of our senior staff leaves. Notwithstanding this we are committed to improve the gender balance across the Nicholls & Clarke Group of Companies and have recently appointed two women into senior managerial 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 the 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 each year. This started in 2017 and this is the second year of reporting. The statistics below reflect our pay gap at 5 April 2017 and 2018.

#### The Gender Pay Gap

Our average pay gap for 2018 is 17.4%. This increased in 2018 to 17.4% from 13.1% and reflects the loss of senior executives. We anticipate that the gap in 2019 will reduce as we see the impact of recent recruitment.

Mean and median pay and bonus gap				
YEAR	MEAN		MEDIAN	
	2017	2018	2017	2018
	Gender Pay Gap	13.10%	17.40%	3.60%
Gender Bonus Gap	47.80%	16.80%	30.30%	41.70%

The proportion of men and women receiving a bonus in the twelve months before 5 April 2018

Proportion of employees receiving a bonus			
MALE		FEMALE	
2017	2018	2017	2018
26.80%	29.40%	19.10%	15.10%

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. These figures again reflect the loss of senior staff mentioned above.

Proportion of employees in each quartile pay band				
PAY QUARTILE	MALE		FEMALE	
	2017	2018	2017	2018
Upper	89.80%	90.60%	10.20%	9.40%
Upper Middle	80.70%	77.40%	19.30%	22.60%
Lower Middle	79.00%	78.30%	21.00%	21.70%
Lower	84.00%	80.40%	16.00%	19.60%

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 significantly more men than women and that we have a lower proportion of women in leadership and senior roles in our organisation. There is an increase in both the upper middle and the lower quartile for female staff. Primarily this is because we are employing more female staff across the business. It is our aim to develop all our staff and as a consequence we expect to be able to employ more female senior managers in the future.

We believe that these figures reflect the lack of women in senior roles in the organisation. We do have several 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 are working to ensure that we have a sufficient pipeline of female staff ready to move into our senior management team and we are looking at 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