

N&C Building Products Limited

Gender Pay Gap Reporting –

Our commitment to equality

At N&C Building Products 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 N&C Building Products 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 in the Company.

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 private business to measure pay on 5 April each year. This started in 2017 and this is the eighth year of reporting (due to the suspension of the 2019/20 reporting year as a result of COVID-19). The statistics below reflect our pay gap at 5 April 2024 and 2025.

The Gender Pay Gap

Our average pay gap for 2025 is 12.55%. This has seen a slight increase of over 2% from 10.37% in 2024.

Mean and median pay and bonus gap

YEAR	MEAN		MEDIAN	
	2024	2025	2024	2025
Gender Pay Gap	10.37%	12.55%	4.78%	2.42%
Gender Bonus Gap	11.64%	55.10%	-1.62%	24.68%

The average gender bonus gap has increased significantly to over 50% since the prior year predominantly as a result of the decrease in the overall figures achieved of females in commission earning roles.

The proportion of men and women receiving a bonus in the twelve months before 5 April 2025:

Proportion of employees receiving a bonus			
MALE		FEMALE	
2024	2025	2024	2025
50.46%	43.60%	31.58%	42.50%

As mentioned, the bonus payments we make include 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. The proportion of females to receive a bonus this year has actually increased, with a larger proportion of women receiving a bonus, but the amounts

received will always differ depending on performance achieved. Therefore, there is a difference of 24.68% in the median bonus paid within the Group this year.

Proportion of employees in each quartile pay band

PAY QUARTILE	MALE		FEMALE	
	2024	2025	2024	2025
Upper	94.55%	92.45%	5.45%	7.55%
Upper Middle	83.64%	77.36%	16.36%	22.64%
Lower Middle	83.64%	88.68%	16.36%	11.32%
Lower	82.14%	77.78%	17.86%	22.22%

There have been slight changes in each of the quartiles this year but in both directions with the proportion of men in the upper quartile decreasing by around 2% but also decreasing in the lower quartile by around 4%. The proportion of men employed within the company is still significantly higher than the number of women due to the industry in which we operate and it's important to recognise that these results don't mean we pay employees differently for doing the same job. It is our continued aim to develop all of our staff.

We do have several women in middle management roles and they make a significant contribution to the success of our company. Whilst our requirement is to recruit the best available talent for the company, we will aim to bring women into more senior roles in the future, where possible.

We aim to continue implementing this and reducing the gap by encouraging more flexible working practices and supporting families with small children. We are training to ensure that we have a sufficient pipeline of female staff ready to move into our senior management team when positions come available and we are looking at a range of initiatives to help us meet and address diversity imbalances as part of our inclusion strategy.

In accordance with the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 (as amended), I confirm that the information contained within this statement is accurate.



Mrs M L Smith

Finance Director

18 March 2026