

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.

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 8.11%. This has seen a slight reduction from 8.34% in 2024.

Mean and median pay and bonus gap

YEAR	MEAN		MEDIAN	
	2024	2025	2024	2025
Gender Pay Gap	8.34%	8.11%	7.23%	2.33%
Gender Bonus Gap	39.33%	50.66%	0.00%	20.43%

The mean gender bonus gap has increased this year 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
35.59%	30.00%	17.57%	31.08%

As mentioned, the bonus payments we make include commission for sales and are 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 20.43% 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	88.76%	88.37%	11.24%	11.63%
Upper Middle	83.13%	77.91%	16.85%	22.09%
Lower Middle	83.15%	80.23%	16.85%	19.77%
Lower	75.56%	82.56%	24.44%	17.44%

There have been slight changes in each of the quartiles this year, with all categories other than the lower quartile seeing an increase in the proportion of women employed. The proportion of men employed within our Group 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 continue to 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 Group, 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