



Crest
NICHOLSON

GENDER PAY REPORT

2018



Introduction

Evidence shows that a diverse business is a better business. In our sector which, by its very nature, has been traditionally male dominated, we know we need to be even more proactive in recruiting female talent. Crest Nicholson is an equal opportunities employer and we are pleased that women account for 35% of the workforce in our business against a backdrop of just 11% in the wider construction industry.

I'm encouraged to report that at a leadership level we've come a long way but there is more to do – not only to achieve a gender balance at a senior level, but at all levels throughout the business. We recognise the gender pay gap in our business and we are committed to improving this and you will see in this report – and our wider communications – exactly how we plan to attract and retain female talent.

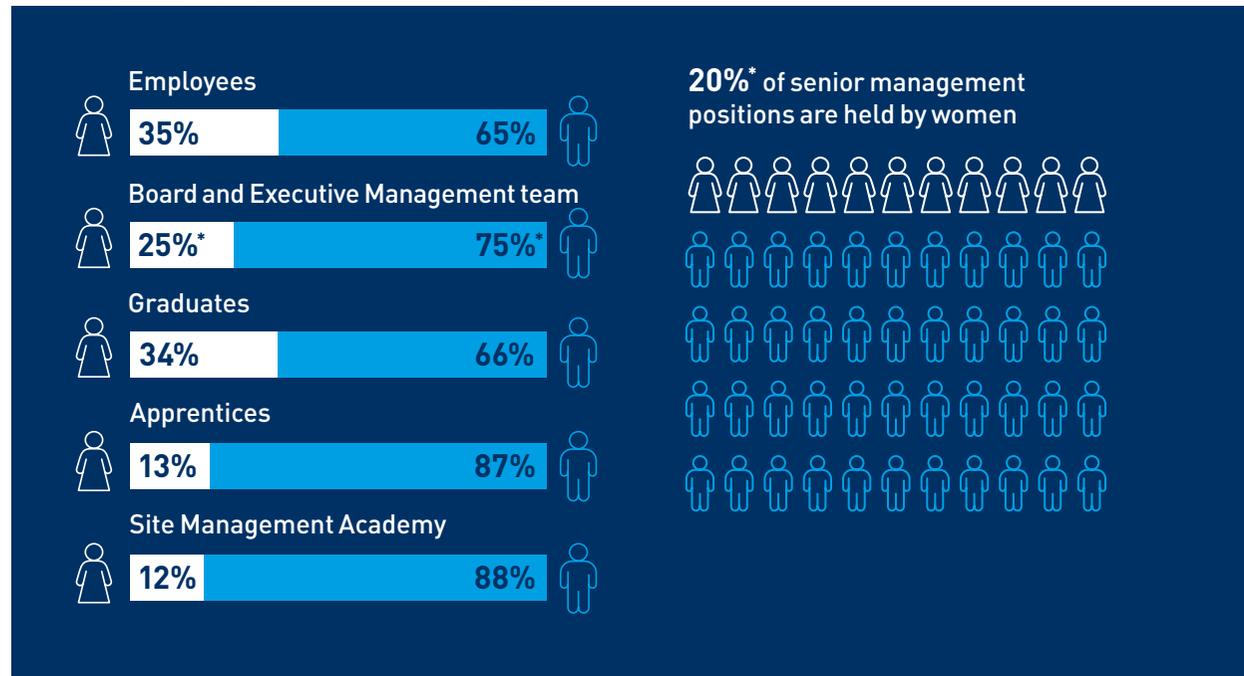


Patrick Bergin
Chief Executive Officer



Welcome to our first gender pay report. In it, we give an open and robust account of our pay data for men and women (at 5th April 2017), as well as commentary around what we're doing well and where we have plans to make improvements."

Jane Cookson
Group HR Director



* Statistics calculated based on the year end to 31st October 2017.

What is the gender pay gap?

The gender pay gap is the difference in average hourly pay between men and women regardless of their role.

It is different from equal pay, which is the difference in pay between men and women in the same or similar roles. Our analysis shows that we offer equal pay unequivocally at Crest Nicholson.

The gender pay gap, which refers to the difference in pay by gender across an organisation, is influenced by a range of factors, including the industry that a company works in and the roles it has available for its workforce.

Mean versus median calculations

The mean pay gap is calculated as the difference in average hourly pay for women compared to men, within a company.

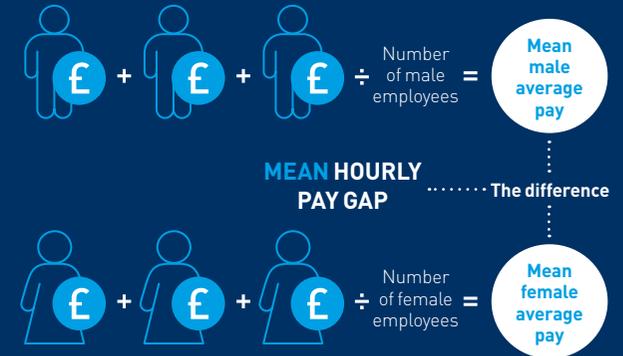
The median represents the middle point of a population. If you separately lined up all the women in a company and all the men, the median pay gap is the difference between the hourly pay rate for the middle woman compared to that of the middle man.

Together, these metrics give us a complete picture of what men and women earn in similar jobs and throughout the entire company.

At Crest Nicholson, we practise equal pay – our male and female employees receive the same pay rate for the same or a similar job.

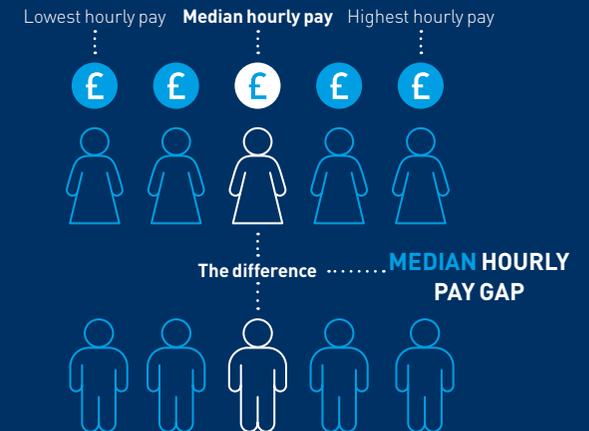


How we calculate the **mean** difference



The mean gender pay gap is the difference in the average hourly pay for women compared to men within a company.

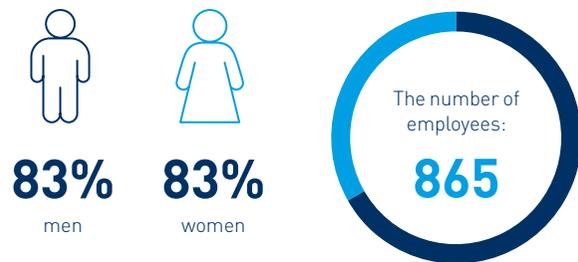
How we calculate the **median** difference



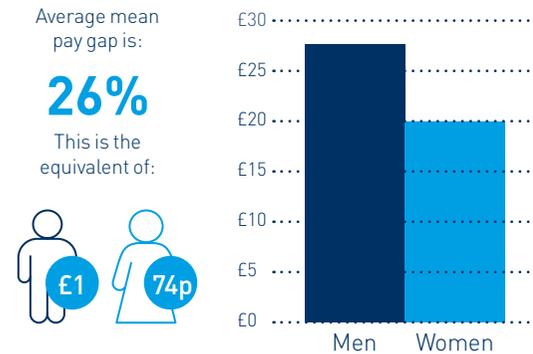
Our analysis¹

Under legislation passed in 2017, each employer with 250 or more employees must publish statutory calculations every year showing the pay gap between their male and female employees.

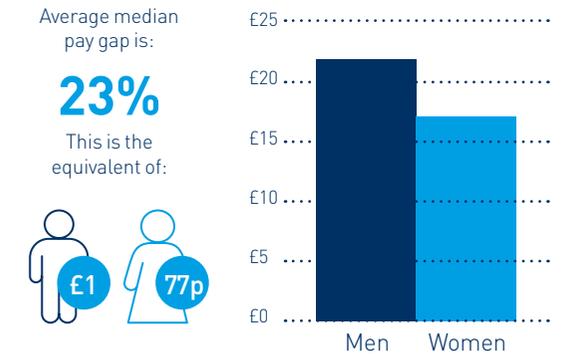
Proportion of employees receiving a bonus



Mean hourly pay gap



Median hourly pay gap



Mean bonus gap



Median bonus gap

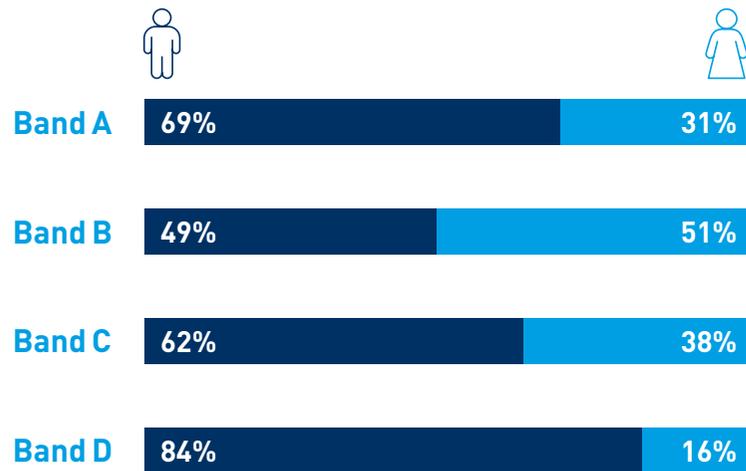


Bonus amounts generally increase with seniority. The mean bonus gap is therefore influenced by a higher number of men in more senior roles. The median bonus gap is less influenced by the distortional higher bonuses received by the more senior grades, which are predominately held by males, and more influenced by the larger proportion of office-based staff roles who receive a bonus. More female employees can be found in these roles thereby explaining the variance between the mean and median.

¹ Data accurate as of 5th April 2017.

Proportion of employees in each quartile pay band

Quartiles represent the pay rates from the lowest to the highest for our employees split into equal groups, with the percentage of men and women in each quartile.



Our vision

Crest Nicholson is working hard to increase diversity across its business, particularly in more senior positions and at an operational level on our construction sites.

We can achieve this by making ourselves an attractive employer, by enabling women to progress in their careers and by building a supportive working culture.

Our industry faces a significant skills shortage and much work is being done to address this issue – attracting more women forms an integral part of this strategy. Our analysis in this report shows that we need to play our part, encourage diversity and balance pay for staff at all levels.

With a broad spectrum of roles and employment bands, change will not be immediate. However, with the full backing of our Board and leadership, alongside our proactive gender diversity programmes, we are fully committed to reducing our gender pay gap.



What we are doing now

Recruitment

We continue to seek to attract women into the industry through our apprenticeship and graduate programmes.

We challenge our recruitment agencies for a diverse range of CVs shortlisting female candidates wherever possible.

We encourage a targeted selection process.

Training and development

We offer employees the opportunity to progress through training and development, enabling and supporting women in their move to senior and leadership roles.

Monitoring pipeline of talent

Our Talent Review Group ensures that there are no blockers in place for promotion to senior management.

We run inclusive development and coaching programmes.

We have in place a Succession and Talent Planning Group.

Culture

We have established a progressive working culture, allowing for flexible working and maternity leave.

We have established a Diversity Working Group by inviting employees of all grades from the business, sponsored by an Executive Board member.

Strategic review of HR policies

We have reviewed and updated our Equality and Diversity Policy.





Annette Cole
Sales & Marketing Director

"I started as a sales manager with Crest Nicholson 13 years ago, was soon promoted to senior sales manager and in May 2008 I became sales and marketing director for the Eastern region, a sizeable business. I'm a good example of the Crest Nicholson culture of developing people from within the business which, having come up through the ranks, enables me to empathise, support and motivate my team effectively.

The buzz of sales has always been exciting to me and Crest Nicholson also provides me with the opportunity to get involved in other group projects – for example, I jointly deliver the Sales and Marketing graduate training day – which has made me realise that the industry as a whole could do more in schools, colleges and universities to inform young women of the variety of career paths available. I'd never dreamed that I would have worked in sales for a house builder – but here I am still growing and learning!"



Jo Szejter
Development Executive, London

"I started at Crest Nicholson six years ago as a team secretary / graduate for Crest Strategic Projects and was very quickly promoted on to the graduate scheme. After working for Crest Strategic for nearly three years I felt I needed some exposure to other parts of the business to broaden my experience, so was provided the opportunity to transfer to the London office. The main Board fully supported and facilitated this.

Throughout my time here I've received a lot of training. I'm currently on an executive coaching programme – each month I have a morning with a coach where we work on how I can develop my leadership skills. Specifically for example, I have identified that I want to improve my gravitas when engaging with people both internally and externally – it is really helping.

I always had a very clear direction about where I wanted to head and Crest Nicholson has supported me right along the way. I don't feel like I'm treated any differently because I'm a woman."



Maisie Lapham
Decorator (Apprentice), South West

"I have always enjoyed practical-based skills. The opportunity to learn a trade and work at the same time through the apprenticeship is a real benefit – you gain far more knowledge than studying in the classroom.

Being in control of the finished product and having the responsibility to carry out your own work is really rewarding. I really enjoy working at Crest Nicholson and I want to move on to be a trainee site manager after completing Level 3.

There are a lot of opportunities to progress. It's not just a two-year apprenticeship programme – they offer help, support and training beyond the programme and there are lots of possible future routes. When my managers say that they're proud of the work I've done, it makes you feel like you have achieved something and they are very encouraging and supportive."

Statutory declaration

We confirm that the information and data reported are accurate and in line with the UK government's Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.