



The Clancy Group Plc Gender Pay Gap Report 2017/2018 Pay Data



Gender Pay Gap Statement



At The Clancy Group Plc, we believe that our people are our greatest asset and as a result, the ability to be able to retain employees and attract new talent for the future is a key focus area.

Our mission ‘to make life better for all our families’ is inclusive in its intent and provides us with a platform to enable a culture that is fair and respectful for all. Furthermore, our 6S strategy demonstrates our desire to invest in our people at every opportunity and our commitment to all of our staff, regardless of gender. We want to ensure that everyone has the opportunity to perform, develop and be successful irrespective of their gender.

Despite our conscious efforts over the past year, our gender pay gap calculations shows that a gender pay gap still exists in our organisation, however, we believe this is still a reflection of our industry. Like many other organisations in our industry, we have a smaller population of female employees in our workforce and in senior roles compared to other sectors, all of which has a significant impact on our gap calculations.

As a result of this, we are continuing to work hard to increase the number of females entering our industry and the organisation by utilising female industry specific networking events and bodies as well as tailoring our recruitment campaigns to attract more females into the industry. We are also committed to supporting women once they join us and ensuring that they maximise their potential. Our work, both internally and with industry bodies, to address our diversity challenges continue to remain a focus for us.

I can confirm that the gender pay gap data contained in this report for The Clancy Group Plc is accurate and has been produced in accordance with the guidance on managing gender pay developed by the Arbitration and Conciliation Services (ACAS).

Jon Loveday

Chief Commercial Officer



Our Results



The Clancy Group Plc believes in the value of diversity and understands the need for its workforce to reflect the customers and communities in which it works. Below are our results for 2017/2018.

GENDER PAY AND BONUS PAY GAPS

Mean Gender Pay Gap*

19.3%

(+0.59% vs. 2017)

Mean Gender Bonus Pay Gap**

83.4%

(+10.69% vs. 2017)

Median Gender Pay Gap*

20.3%

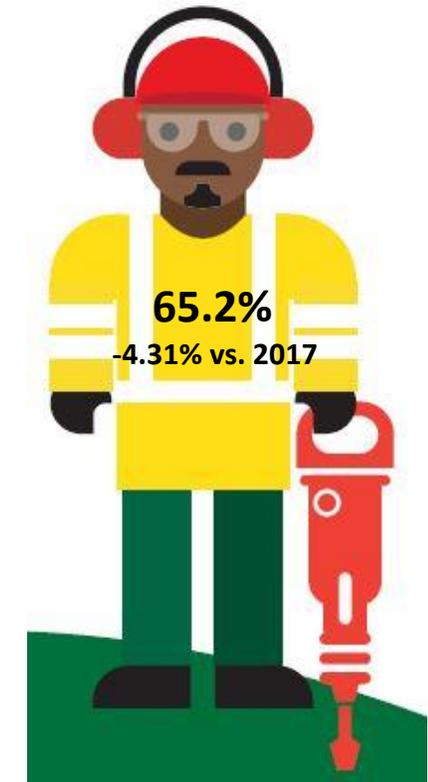
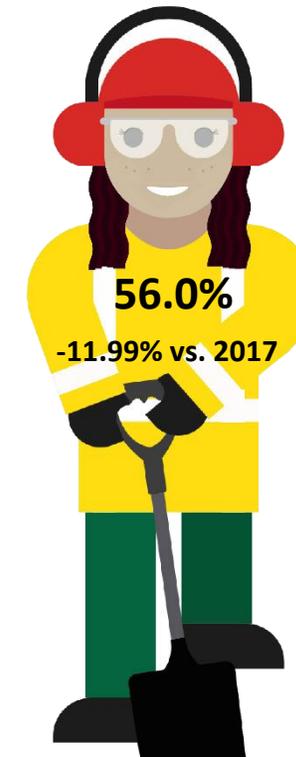
(-0.47% vs. 2017)

Median Gender Bonus Pay Gap**

70.3%

(+37.53% vs. 2017)

BONUS PROPORTIONS BY GENDER



* data on 5th April 2018

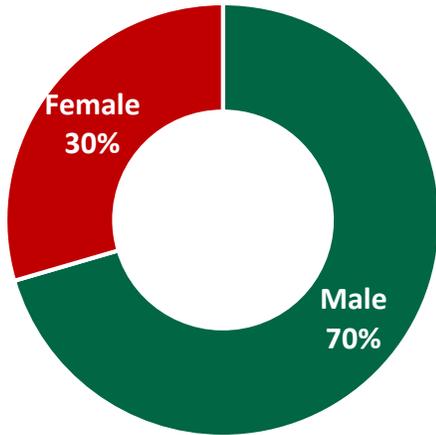
** data for 12 months ending 5th April 2018

Our Results

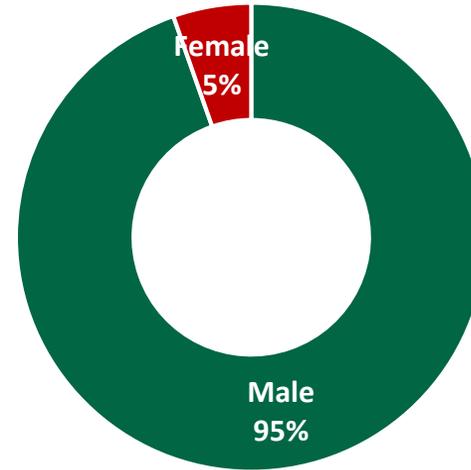


PAY QUARTILES

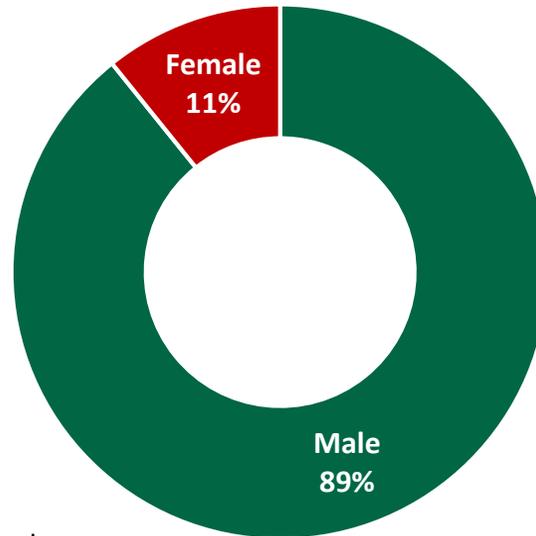
Lower Quartile



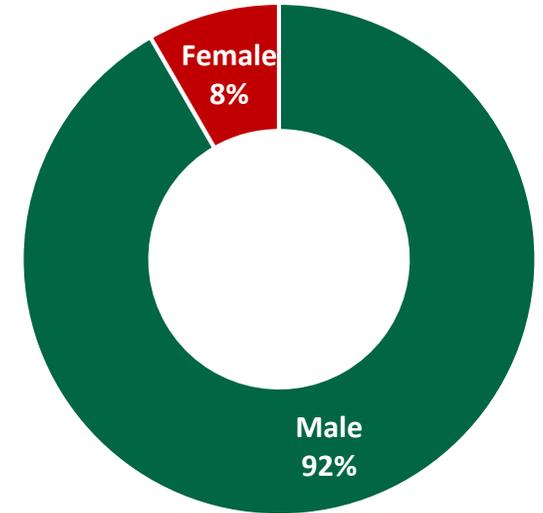
Upper Middle Quartile



Lower Middle Quartile



Upper Quartile



Note: Proportion of males and females in each pay quartile equals 613 employees

Understanding the Gap

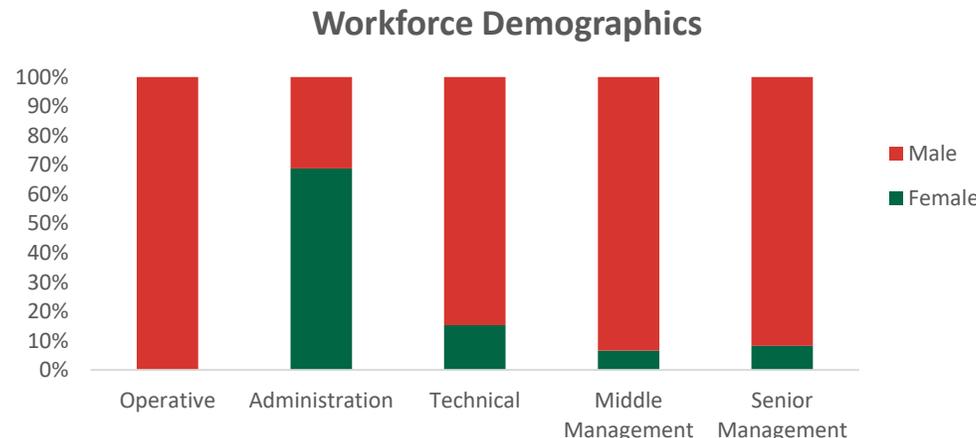


We remain confident that our employees are paid equally for work that is of an equivalent value across our organisation.

As per last year's results, a gender pay gap exists within our business as a result of the significant difference in the number of males and females employed by the organisation. 86% of our employees are males and this weighted distribution of men to women highly influences our gap rather than there being an explicit difference in the reward framework for women and men doing the same role.

A large proportion of our workforce are males who work in the Operational Delivery area of our business. Due to the type of work being carried out, a remuneration framework is in place that includes overtime, shift premiums and productivity bonuses paid on a regular basis. This framework is not the same across the business, therefore, this by its very nature has contributed to the outcome of our gender pay gap analysis.

Furthermore, our Management team consists mostly of males, as can be seen in the chart below. This gender profile influences our gender pay gap data in relation to the differences in pay and bonus for men and women.



Since the snapshot date of 5 April 2018, more females have been appointed into Management roles within the organisation, therefore, we anticipate a positive change in next year's report.

Our Commitment to Addressing the Gap



1. **Attract and retain a more diverse workforce at all levels**

We believe that attracting a diverse workforce is key to the success of our business. Diversity in both experience and gender will enable us to address the skills shortage that exists in our industry and our organisation. Over the past 12 months, we have been working hard on this both internally and externally across the industry. We will continue to have specific attraction strategies along with a supportive framework for those who are employed by the organisation which will help to address any gender gaps.

2. **Continue to invest in our people**

Enabling our employees to fulfil their potential is key to our success. We have a progressive development framework that we believe will enable females to have successful careers within our business. In addition to this, we are investing in an Inclusive leadership programme in order to upskill our Management teams and further demonstrate our commitment to equality, diversity and inclusion.

3. **Rewarding our people**

We are continuing to review our reward framework to ensure that it recognises the value that all roles add to the organisation. We intend on benchmarking our reward frameworks based on gender as well as job role to ensure that we remain competitive in the marketplace when attracting new talent to the organisation.