

TClarke plc

2017 Gender Pay Gap Report

Introduction

Our people are our biggest asset and we recognise the need to attract and retain excellent staff which give TClarke the great reputation we are renowned for. TClarke is committed to providing equal opportunities to all current and future employees and welcomes the UK Government's requirement for large companies to be more transparent on gender pay.

As required by the UK legislation we share our data for the two legal entities in the Group that employ 250 or more employees, namely TClarke Contracting Limited and TClarke Services Limited, at the end of the report. We also show the total picture for TClarke in the UK regardless of employing entity. The data provided is as at 5 April 2017, as required by the legislation.

What is the Gender Pay Gap?

The Gender Pay Gap is the difference in pay between men and women explained through various statistics. It is influenced by a range of factors, including the demographics of a company workforce. The Gender Pay Gap is different from 'Equal Pay', as 'Equal Pay' is about a man and a woman receiving equal pay for the same or similar job.

'Mean Pay Gap' is the difference in the average hourly pay for women compared to men, within a company.

'Median Pay Gap' 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 women compared to that of the middle man.

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

Our workforce

To help explain the data, it is important to understand a little bit about TClarke. TClarke has been operating in the construction industry since 1889 and was founded by Tommy Clarke who was an entrepreneur in a new technology sector. Today, we are a nationwide building services contractor that designs, installs, integrates and maintains the full range of mechanical and electrical services and the digital infrastructure to create a 21st-century building.

In the construction sector, there is a long-standing lack of women in the industry. For those women who are employed in construction they are, more often than not, in non-delivery or non-client facing roles and often in more junior positions. This means that across construction a significant pay and bonus gap exists between men and women.

The Data

The TClarke Group as a whole

The TClarke Group as a whole had 1,277 employees as at 5 April 2017, of which 8.06% were women.

Pay and bonus difference between women and men at 5 April 2017:

	Mean	Median
Hourly Pay	33%	27%
Bonus	43%	63%

The table above shows the percentage by which women's average hourly pay and bonus pay is lower compared to men.

Proportion of employees receiving a bonus in 12 months preceding 5 April 2017:

Men	7%
Women	29%

Pay quartiles across the legal entity's employees at 5 April 2017:

	Lower quartile	Lower middle quartile	Upper middle quartile	Upper quartile
Men	81%	92%	98%	97%
Women	19%	8%	2%	3%

TClarke Contracting Limited

TClarke Contracting Limited is the main trading subsidiary for the Group following a Group reorganisation that took place over two stages. The first phase was completed at the end of 2016 and comprised the amalgamation of the Group's operations in London and the South East and Central and South West regions into TClarke Contracting Limited. The amalgamation of the Group's operations in the North of England and Scotland into TClarke Contracting Limited was completed at the end of 2017, but after the snapshot date of 5 April 2017. TClarke Contracting Limited employs hourly paid employees that work on our construction sites.

TClarke Contracting Limited has 461 employees as at 5 April 2017, of which 1.52% were women.

Pay and bonus difference between women and men at 5 April 2017:

	Mean	Median
Hourly Pay	18%	25%
Bonus	-704%	0%

The table above shows the percentage by which women's average hourly pay and bonus pay is lower compared to men. The negative number indicates that on average women earn more than men, however, this figure is distorted because one female employee out of eight female employees received a bonus, compared to 11 male employees receiving a bonus out of 868 male employees eligible during the year, as indicated in the percentage figures in the table below.

Proportion of employees receiving a bonus in 12 months preceding 5 April 2017:

Men	1%
Women	13%

Pay quartiles across the legal entity's employees at 5 April 2017:

	Lower quartile	Lower middle quartile	Upper middle quartile	Upper quartile
Men	97%	98%	100%	99%
Women	3%	2%	0%	1%

TClarke Services Limited

TClarke Services Limited provides internal support services to support the operations of TClarke Contracting Limited and as at the snapshot date of 5 April 2017 employed all salaried staff that transferred from the Group's operations in London and the South East and Central and South West regions as part of the first phase of the Group reorganisation referred to above.

TClarke Services Limited has 270 employees as at 5 April 2017, of which 25.18% were women.

Pay and bonus difference between women and men at 5 April 2017:

	Mean	Median
Hourly Pay	60%	56%
Bonus	95%	81%

The table above shows the percentage by which women's average hourly pay and bonus pay is lower compared to men.

Proportion of employees receiving a bonus in 12 months preceding 5 April 2017:

Men	25%
Women	23%

Pay quartiles across the legal entity's employees at 5 April 2017:

	Lower quartile	Lower middle quartile	Upper middle quartile	Upper quartile
Men	28%	78%	97%	98%
Women	72%	22%	3%	2%

Chief Executive's overview

We are committed to creating a diverse and inclusive place to work where our people can be themselves and be at their best. The Group maintains an equality and diversity policy, selecting and promoting employees based on their aptitudes and abilities.

Within TClarke, 8% of our employees are women, but the majority of those roles are more junior in nature, which has resulted in a 2017 mean gender pay gap of 33% and a mean bonus gap of 43%. Despite historical issues in our industry, we accept this is not good enough and are taking steps to improve the situation through our recently launched five-year leadership programme, our Training Academy and our long established Apprenticeship programme.

The data in this document is accurate and in line with Government reporting regulations.



Mark Lawrence

Chief Executive Officer

TClarke plc