



Nurture Landscapes Pay Report 2022/23

This report summaries the gender pay gap for the Nurture Group as a whole, and the individual organisations that make up that group, Nurture Landscapes Ltd, Gavin Jones Ltd and Rokill Ltd. This report excludes Rokill Ltd who were only acquired in 2021 and who employ less than 200 colleagues across the UK.

Organisational Context

Nurture Landscapes Group is the UK's market leader of grounds maintenance and landscaping services. Our services include indoor and outdoor plant displays, grounds maintenance, biodiversity management, winter gritting, landscape construction and more recently environmental pest control services. As a combined group we have grown significantly both organically and via acquisition.

Chief People Officer's Message

At Nurture Landscapes Group we are proud to be at the forefront of sustainability in the UK, both in terms of the green services we provide to our customers and the career opportunities we provide for men and women at all levels of organisation that positively contribute to our UK green spaces and the communities that enjoy them. We remain focussed on growing our business that is sustainable in every sense; this includes improving diversity and inclusion, building new futures for people in our sector by attracting and developing talent within the organisation and creating a safe and healthy nurturing work environment. The report published today is encouraging; versus last year it shows that our overall female representation in the workforce has increased. We, like other organisations in the sector still have progress to make for increasing the representation of women in senior roles, and this report details the action plans we have in place to improve this in the longer term.

Our report covers the Group with over 1300 colleagues who work at all levels including the Board and Executive Committee, employed by Nurture Landscapes Ltd and Gavin Jones Limited.

Sue Wishart

Chief People Officer

What is the gender pay gap?

1. The gender pay gap report gives businesses a snapshot of the make-up of their organisation and helps identify areas to focus efforts to improve opportunities.
2. Because different jobs pay differently and the number of women and men doing each job varies, a gender pay gap can occur.
3. This is distinct from equal pay which is the difference in pay between women and men doing the same or similar jobs.

How is it calculated?

Median Pay Gap

The median pay gap is calculated by imagining two queues of all of the employees in an organisation divided by gender. The salaries of the exact middle point in each queue are then compared to reveal the pay gap within the organisation at that point.

Mean Pay Gap

The mean pay gap is calculated by comparing the average hourly pay of all the women in the organisation. Preferences for part-time working or the proportion of a gender in certain roles within an organisation can influence this figure.

Proportion of women and men in each quartile

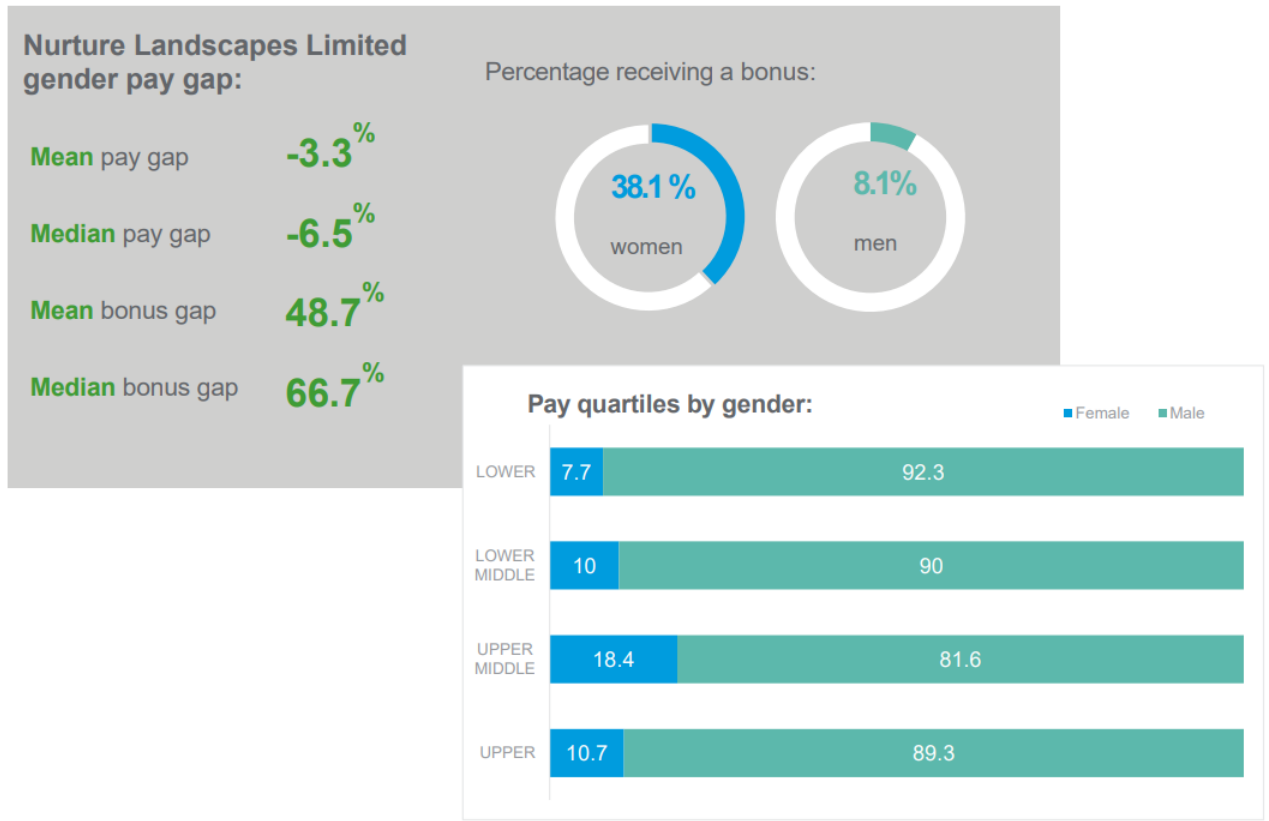
Businesses divide colleagues into four equal sized groups from lowest to highest paid and publish the proportion of women and men in each group – called a quartile.

Bonus Gap

This calculation shows the percentage of men and women who received bonus pay in the 12 months ending on the snapshot date.

Our Gender Pay Gap Results

Nurture Landscapes Ltd.



Mean and Median Pay Gap

Unusually, Nurture Landscapes Limited has a negative gender pay gap. A negative gender pay gap means the average and median pay for women is slightly higher than men overall. The reason for this is that most of our frontline operational workforce are male which is typical for our industry as the roles involve manual work and tend to appeal to men.

Mean and median bonus gap

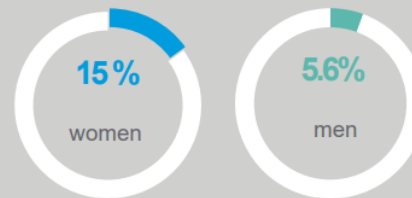
Our bonus gap is mostly driven by a smaller number of women proportionately to men in middle and senior management roles.

Gavin Jones Limited

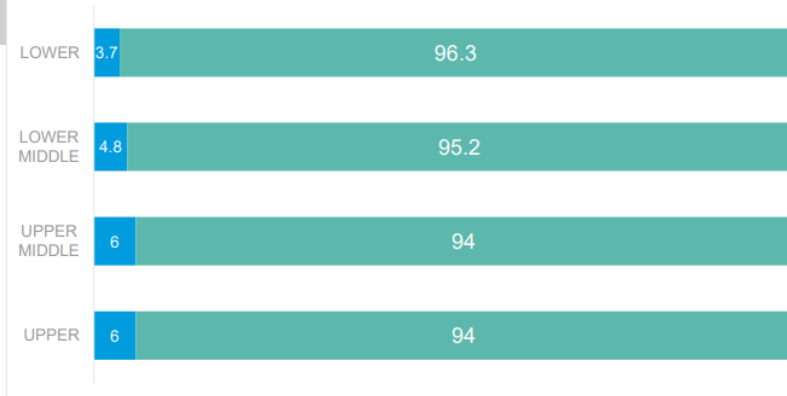
Gavin Jones gender pay gap:

Mean pay gap	1.3%
Median pay gap	-0.9%
Mean bonus gap	71.4%
Median bonus gap	66.7%

Percentage receiving a bonus:



Pay quartiles by gender:



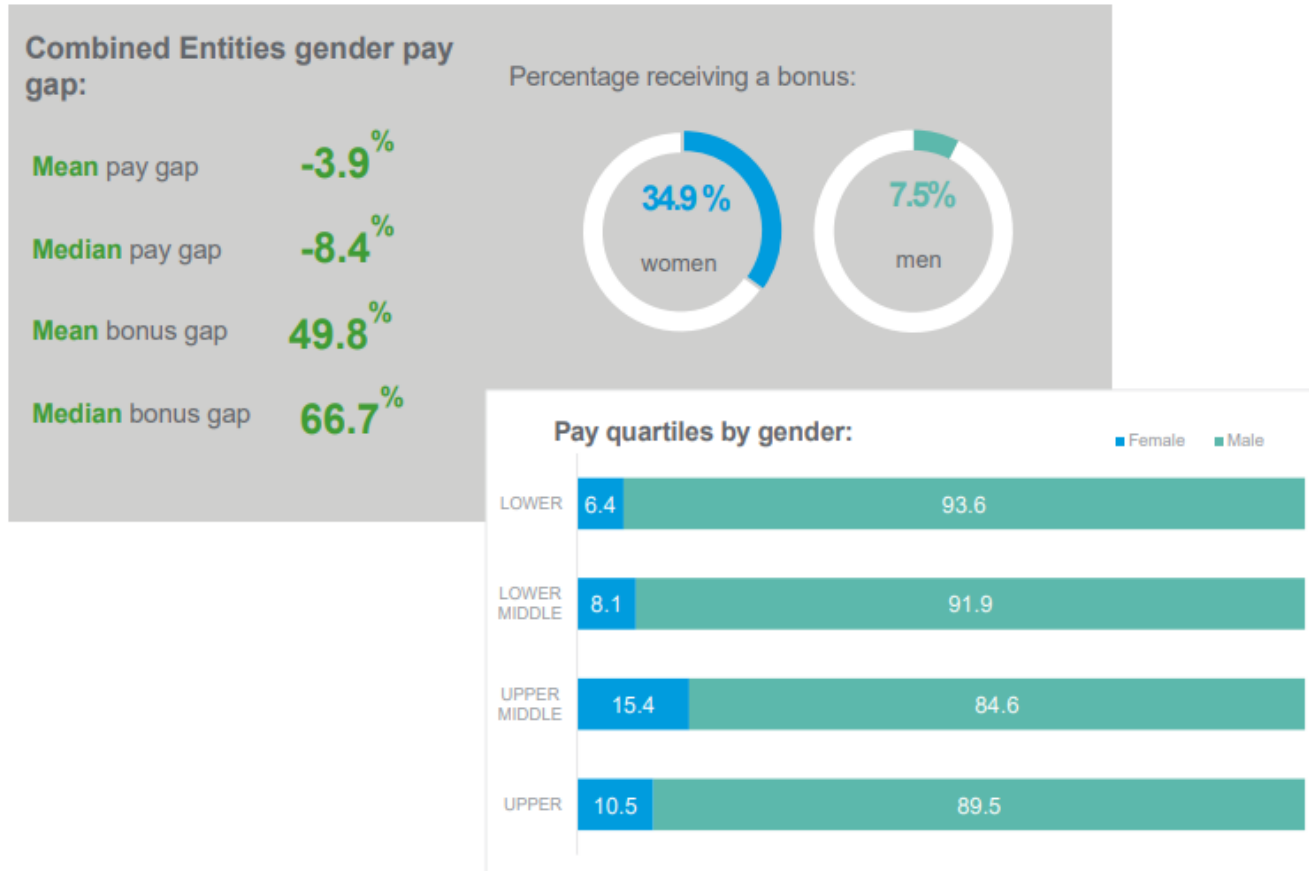
Mean and median pay gap

Gavin Jones has a low mean pay gap of 1.3% meaning that men are paid slightly higher than women overall. The reason for this is that most of the workforce are in operations and male, and our Head office functional support is provided by Nurture Landscapes Ltd; as most of our senior male representation across all quartiles are in functions such as Finance, Commercial and HR this means that the gender split will appear lower in those quartiles.

Mean and median bonus gap

A higher than average bonus gap is driven by a smaller number of women proportionately to men in middle and senior roles. The business employed 374 people on the snapshot date and the gender split of the workforce of relevant employees was just 5.1% female and 94.9% male.

Nurture Landscapes Group



Mean and Median Pay Gap

The Group has a negative gender pay gap. A negative gender pay gap means the average median pay for women is slightly higher than men overall.

Mean and median bonus gap

Our bonus gap is mostly driven by a smaller number of women proportionately to men in middle and senior roles.

We saw an increase in our most senior leadership roles in this reporting year due to growth and acquisitions. This positively impacted the representation of women in 3 quartiles with an adverse impact on the upper quartile. Bonuses do not apply in the year of joining so improvement can take time to take effect.

Differentials explained

Our pay and bonus gaps continue to be driven mainly by imbalances in the distribution of colleagues in different roles and grade levels within the organisation. Unlike 77% of UK organisations, we have a negative gender pay gap, which on average means that our female workers are paid more than men. The reason for this is that the larger proportion of our frontline workforce in operations are male colleagues.

We acknowledge that there is still more work to do for us to see impactful long term sustainable change. We have a bonus gap as the proportion of female representation is lower in middle and senior management roles. Across the combined business our data shows that women earn 33p for every £1 that men earn when comparing median bonus pay. Their median bonus pay is 66.7% lower than men's.

Where we will continue to focus

- Our female representation is still lower than we would like it to be; our bonus gap is indicative of under representation of female colleagues within our sector at a senior level. We have spent a long time understanding our figures and discussing how we will improve them in years to come. Given the external talent pool in our sector, specifically for operations which tends to be male dominated we will focus on growing the number of women in senior roles, recognising that progress will take some time to take effect. We are an acquiring business, but simply this means that many of our operational leaders join us through TUPE; our focus will be on the longer term pipeline development of our female managers and opportunities in the central functions where there is a more diverse talent pool in the shorter term. At an Executive level, our growth will provide opportunities to increase female representation at a senior level over the next two years. At the time of writing this report we have already increased our female representation at a Non-Executive and Executive level.
- Our ambition is to have no gender pay gap and to address this gender differential, we have become a Real Living Wage employer bringing more parity within the lower pay quartile for our male colleagues, encouraging more female entry level hires in some lines of our business and putting the financial wellbeing of our frontline colleagues high on our agenda.
- As we grow, we are encouraging applications from outside of our industry where it makes commercial sense to do to attract a more diverse pool of talent and improve on our gender balance.