



Gender Pay Report

An overview of the report and gender pay for the year ending 31 March 2024



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Key:



Introduction

What we are reporting and why it matters

UK companies with 250 or more employees are publishing data on the average hourly pay of the women and men who work for them, as well as the make-up of opportunities within their organisations. Under UK gender pay gap requirements the Nurture Group of Companies required to report for Nurture Landscapes Ltd and Gavin Jones Ltd.

At Nurture, this level of increased transparency is a welcome step in the right direction and we choose to go one step further and provide an additional Gender Pay report covering all of our Group companies including Nurture Pest Services Ltd and Tivoli Group Ltd.





Championing fair pay

Chief People Officer's statement

Our purpose at Nurture is to create a healthier and safer and more beautiful world. To me, this means we need to create a workplace built on the same vision and values.

A key element of achieving this is to create a culture of inclusivity where diverse colleagues from all walks of life can thrive and flourish to enable the successful delivery of the quality services we deliver to our customers.

We also believe that a culture of inclusivity is a catalyst for positive social change for everyone that works in our industry, ensuring that our business and industry can thrive now and in the future by continuing to attract and retain the best talent for our customers.

“Putting people are at the heart of our brand is a strategic priority of the business and our success is a direct result of the dedication of all our colleagues who create the most beautiful and safe greenspaces for our customers and who deliver on our plans for our future growth every day.”

Sue Wishart, Chief People Officer

Over the years, we have made remarkable progress in nurturing an inclusive culture. We are encouraged as a business that the number of women in our most senior roles at C Suite and Senior Manager level has improved at 17% for the Group and at 20% for Nurture Landscapes Limited.

We are also acutely aware that this report predominantly focuses on gender, however as part of our ESG strategy we have plans to create an inclusive environment for all colleagues which we also reference in this report.

Sue Wishart
Chief People Officer

Sue Wishart





Understanding our gender pay gap results

What the results mean for our Organisation

We want to continue to attract the best talent and have spent a lot of time understanding our figures and how we can improve in line with future growth.

Part of our business particularly the Grounds Maintenance and Construction areas are traditionally male dominated in the sector. We are encouraged as a business that across our combined businesses the number of women in our most senior roles has improved over two years from 10.5% to 17% since our 2022 gender pay report.

The data shows us that most of our senior female leaders are attracted to our head office functions at Nurture Landscapes Limited that provides Finance, IT, HR and Training and SHEQ services to Gavin Jones Ltd and Tivoli Limited which explains the some of the differences at a Company rather than Group level.

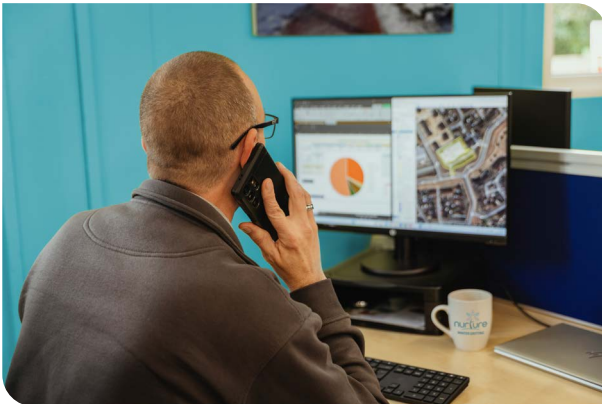
Encouraging and supporting more women to reach their full potential will be key to improving our women in the management pipeline.

Some of our successes in 2024 as part of our ED&I action plans were;

- 1 Launched our first intranet 'Nurtureville' to improve communications and strengthen the channels to hear colleagues' views and opinions. With over 50,000 hits in just one year, it has allowed colleagues to network and strengthen their voice within the organisation.
- 2 In 2024 we delivered our EDI census to improve our diversity data and have build diversity monitoring into all of our on-boarding processes.
- 3 In 2024 we delivered our first Senior Female Leaders podcast published internally and externally and celebrated our senior female leaders in Operations as part of International Women's Day.
- 4 In 2024 as part of our focus on social mobility we delivered over 27,000 training hours and achieved over 100 apprenticeships for the first time.

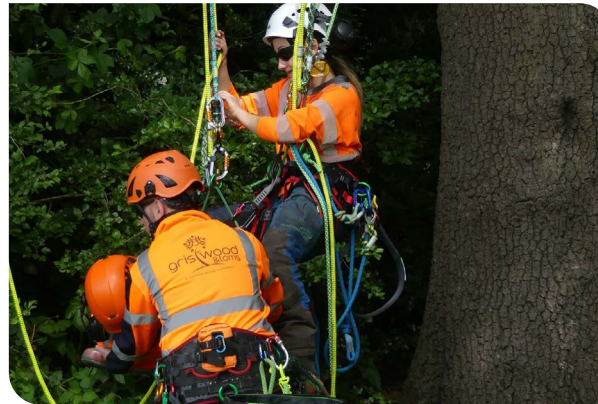


Where we will focus for 2025



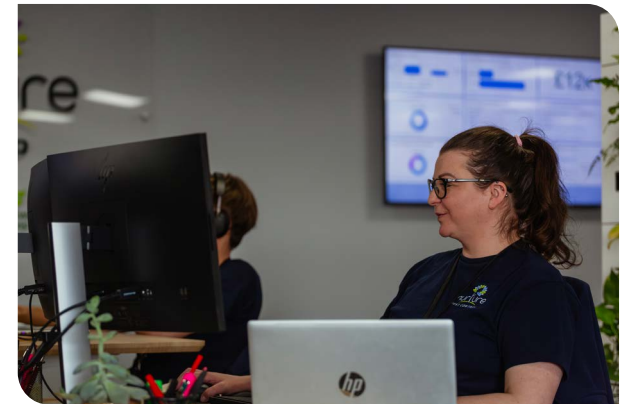
Building the foundations in a growing business

We continue to drive consistent application of policies to help ensure our colleagues have a positive experience that creates a strong sense of inclusivity. We will also continue to push out webinars, podcasts and digital learning on key topics that are important to colleagues and ensure all colleagues are aware of how to create an inclusive culture. We will continue to use data to make informed decisions and create the right plans.



Creating industry leading career progression

We will ensure there are opportunities for everyone working at Nurture Group to develop and progress their career. We will support new diverse talent into our industry through more apprenticeships and build on the success of our flagship Academy in Arborist. We will continue to encourage an 'everyone' approach at our lunch and learn sessions to encourage diversity of attendance



Developing an inclusive culture

Our leadership capability is a key element of our ED&I plans. We want all our leaders to be able to value and include differences and to lead in an inclusive way. 2025 will see the roll-out of refreshed mandatory learning. This will be key in to ensure it remains relevant to support all colleagues and to engage those joining from acquired businesses. In 2025 we will review this in our 2025 Nurture Engagement survey.



Summary

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 on to improve opportunities.

2

Because different jobs pay differently and number of women and men doing each job varies, gender pay gaps can exist.

3

This is distinct from equal pay, which is the difference in pay between women and men doing the same jobs.

How is it calculated?

Median Pay Gap

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

Proportion of women and men in each quartile

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

Mean Pay Gap

Mean pay gap is calculated by comparing the average hourly pay of all the women in the organisation with the average hourly pay of all men in the organisation. The proportion of a gender in certain roles or functions within a business can influence this figure.



Overall Group results



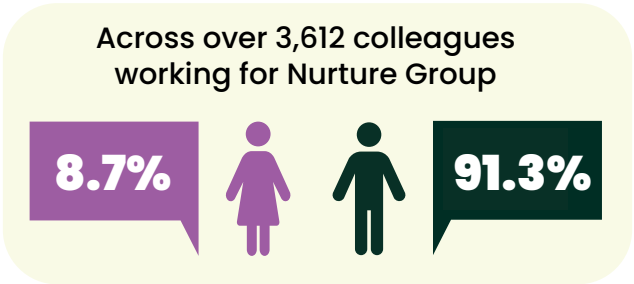
Nurture Group does not have a female gender pay gap; we continue to see a negative pay gap reflecting the structure of our organisation in construction and grounds maintenance where most of the front-line workforce are male.

Our bonus gap is driven by two factors:

- 1

A smaller number of women in middle management roles in our operational areas.
- 2

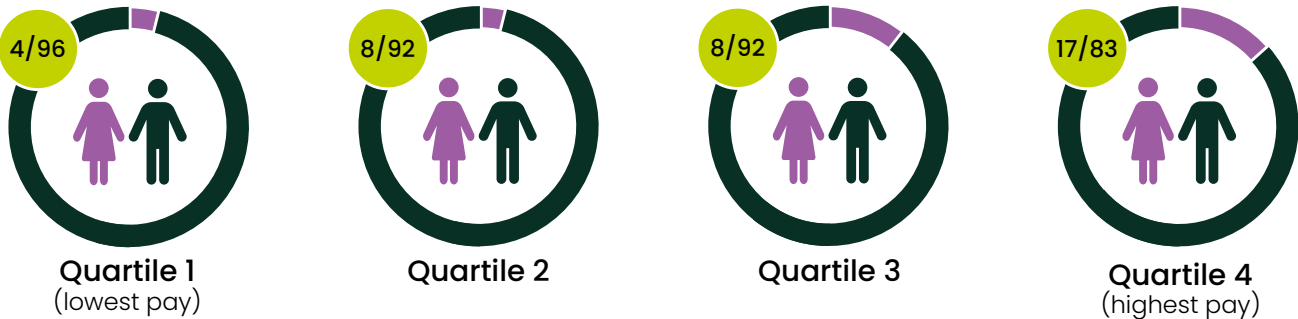
As a group, we provide our functional administrative roles with a discretionary annual bonus, most of whom are female.



| | Median | Mean |
|------------------|--------|--------|
| Gender pay gap | -8.1% | -14.7% |
| Gender bonus gap | 66.7% | 43.9% |

Gender split in pay quartiles

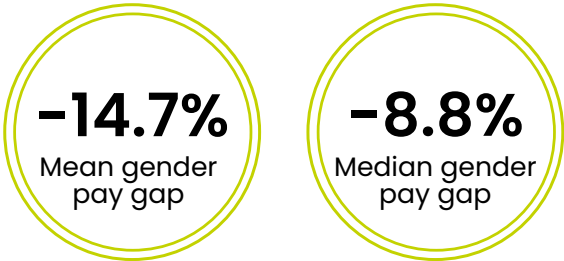
% of women and men in each part of Nurture from front-line to senior management roles





Nurture Group summary

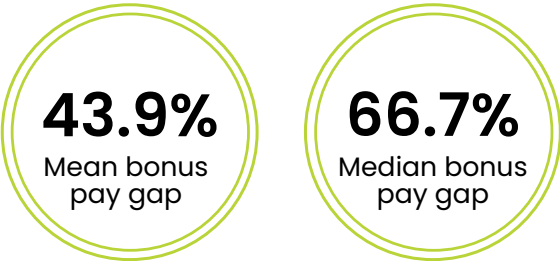
Pay gap



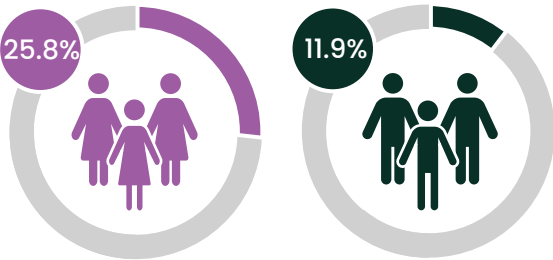
Figures based on the following employee numbers:

| M/F | Relevant employees | Full pay relevant employees |
|--------|--------------------|-----------------------------|
| Male | 3,298 | 3,151 |
| Female | 314 | 300 |
| Total | 3,612 | 3,451 |

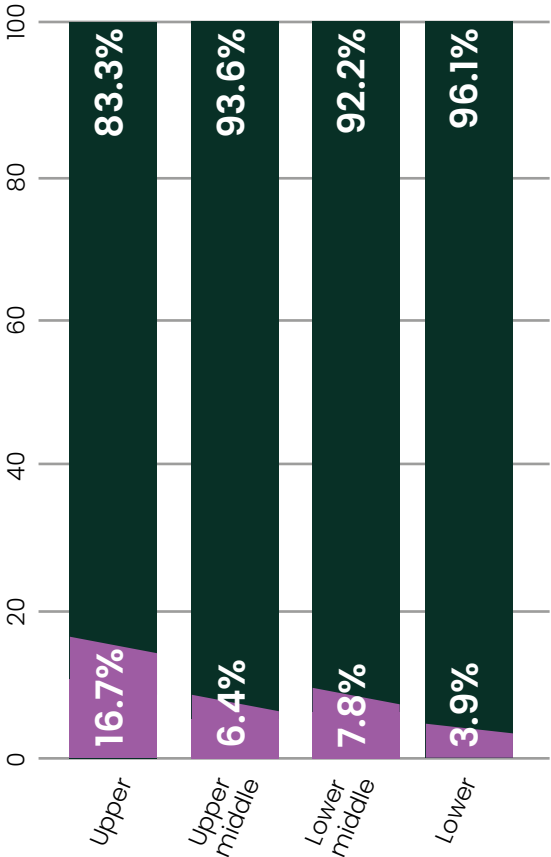
Bonus gap



Percentage receiving a bonus:



Pay quartiles

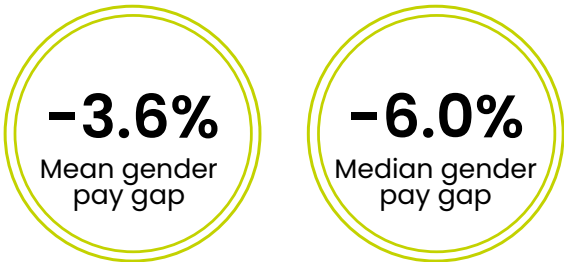




Nurture Landscapes

summary

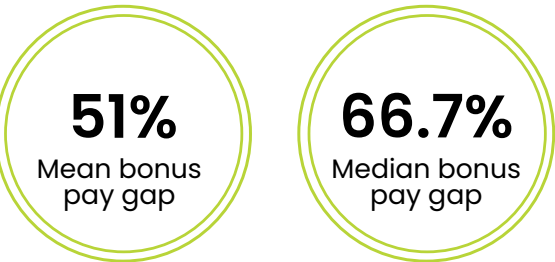
Pay gap



Figures based on the following employee numbers:

| M/F | Relevant employees | Full pay relevant employees |
|--------------|--------------------|-----------------------------|
| Male | 1,515 | 1,481 |
| Female | 202 | 198 |
| Total | 1,717 | 1,679 |

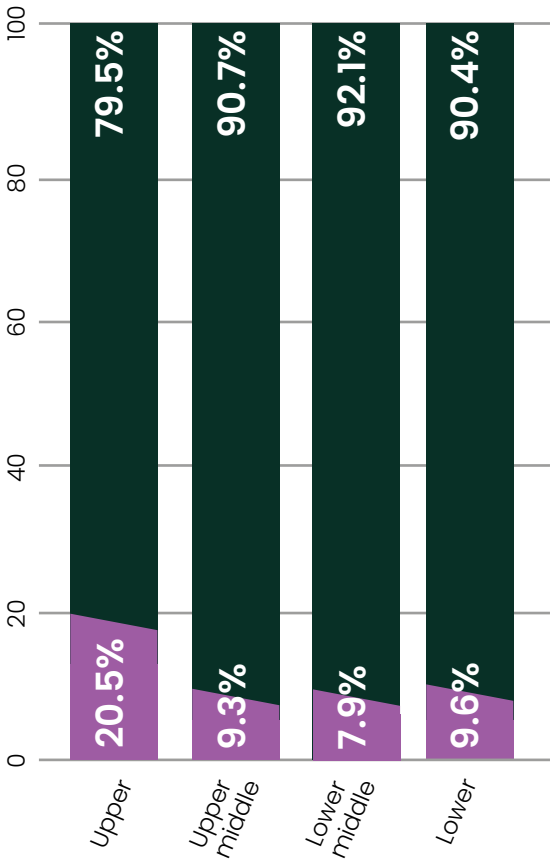
Bonus gap



Percentage receiving a bonus:



Pay quartiles

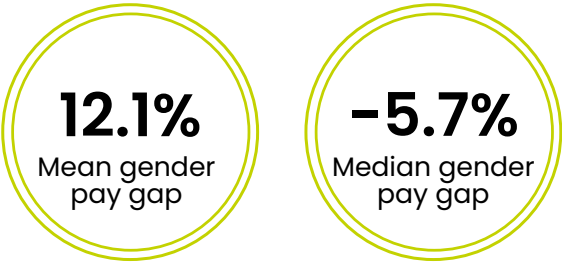




Gavin Jones

summary

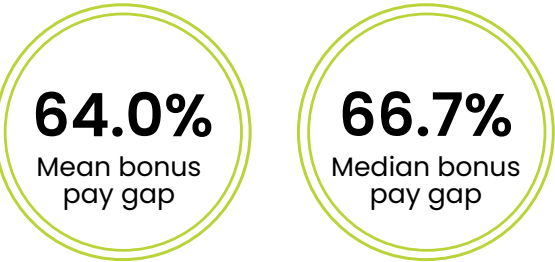
Pay gap



Figures based on the following employee numbers:

| M/F | Relevant employees | Full pay relevant employees |
|--------|--------------------|-----------------------------|
| Male | 538 | 514 |
| Female | 29 | 239 |
| Total | 567 | 553 |

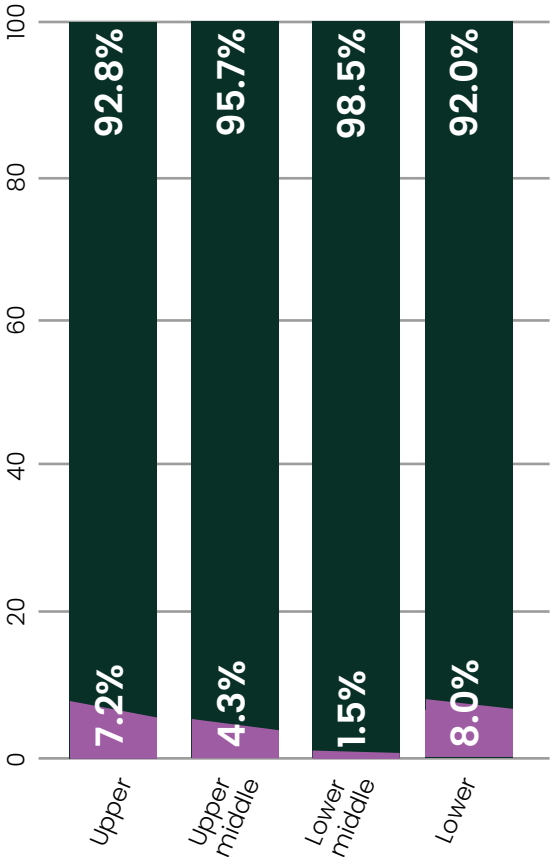
Bonus gap



Percentage receiving a bonus:



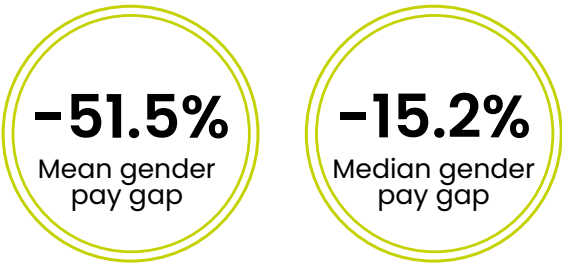
Pay quartiles





Tivoli summary

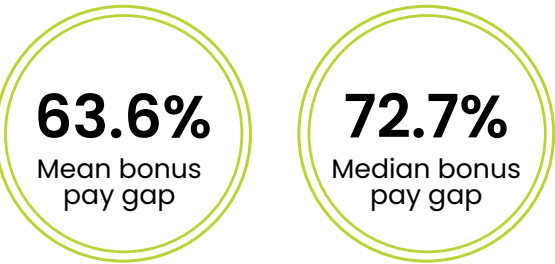
Pay gap



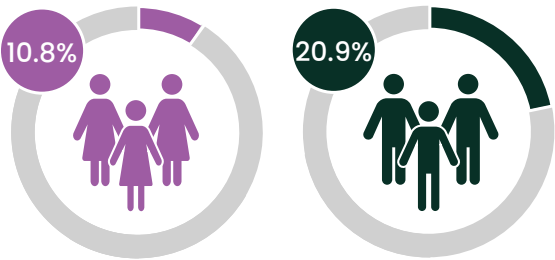
Figures based on the following employee numbers:

| M/F | Relevant employees | Full pay relevant employees |
|--------|--------------------|-----------------------------|
| Male | 1,246 | 1,146 |
| Female | 83 | 73 |
| Total | 1,328 | 1,129 |

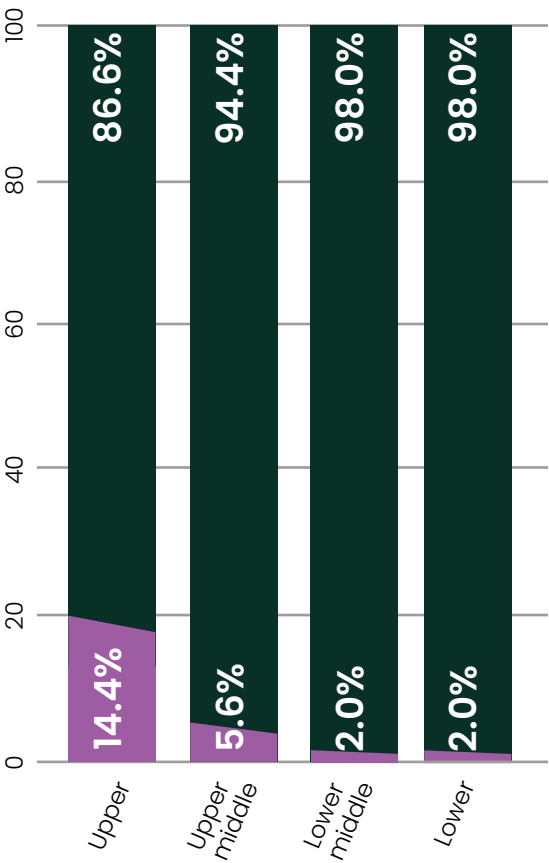
Bonus gap



Percentage receiving a bonus:



Pay quartiles



Gender Pay Report

Nurture Group

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