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CREST  
NICHOLSON

# GENDER PAY GAP REPORT

2025

# Summary

Our Gender Pay Analysis for 2025 shows that our gender imbalance has improved with 38% of Crest Nicholson's workforce now women.

As of 31 March 2025, Crest Nicholson comprised six operating divisions (Chiltern, Eastern, Midlands, South, South West and Yorkshire), along with a Group function, and the introduction of a new Special Projects division, focussed on our fire and remediation commitments.

Each of these divisions, outside of the Group function, have their own divisional boards, which comprise a balance of female Directors. The Group appointed a female Managing Director to lead our South West division, which was an internal promotion following a successful period as Sales & Marketing Director in another division. We also appointed two females to our Executive Leadership Team, which comprises 45% females.

In 2025 the mean pay gap decreased to 21% (24% in 2024), whilst the median pay gap increased to 33% (32% in 2024). The appointment of three females to senior positions in the Group helped us to decrease the mean pay gap, whilst the slight decrease in the median can be attributed to 63% of our female employees being employed in roles at lower grades. Females make up 87% of our Sales Executive positions, which in housebuilding typically have lower basic remuneration but attractive commission and bonus packages.

Our bonus pay gap shows that women achieved higher mean average bonuses, whilst the median decreased. Reflecting on the reasons for this, due to improved Company performance in the financial year, discretionary bonus payments were awarded. 92% of women received a bonus in 2025, compared with 40% in the previous year.

We invest time and resource in the following areas:

- Development of management and leadership programmes designed to upskill our managers and our identified talent. All female leaders and managers were enrolled in these programmes.
- Continued focus on talent and succession planning, identifying high potential female talent.

We will always recruit the right person for the role, but are confident the gender gap will continue to decrease in the coming years as the demographic of female workers in the construction industry evolves and improves, and more women apply for roles. We continue to invest in our talent and leadership programmes to support the development and progression of all of our employees.

# How we measured up in 2025

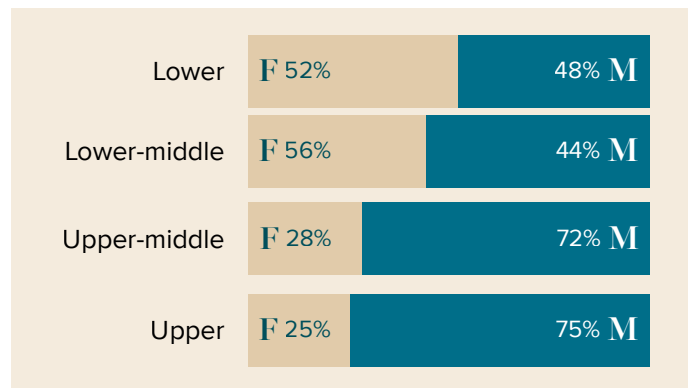
Our reference date is 5<sup>th</sup> April 2025 with a headcount of 676 and all figures are from across the Group:

<b>21%</b> 2024: 24%	Mean pay gap	<b>13%</b> 2024: -285%	Median bonus gap
<b>33%</b> 2024: 32%	Median pay gap	<b>92%</b> 2024: 40%	Women that received a bonus
<b>-17%</b> 2024: -64%	Mean bonus gap	<b>87%</b> 2024: 53%	Men that received a bonus

For further clarification on the mean and median bonus gap please refer to the details provided in the summary.

## Pay quartiles by gender

Pay quartiles divide the workforce into four equal groups based on their hourly pay rates. The purpose of this segmentation is to analyse the distribution of male and female employees within different pay ranges and to identify any disparities in pay between genders.



## Declaration

I 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.

**Martyn Clark**  
Chief Executive Officer



24 March 2026

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