NIC™
FM SERVICES GROUP

Gender
Pay Gap Report

2025 – 2026



Gender Pay Gap Report 2025 - 2026

From April 2018, gender pay reporting legislation requires employers with 250 or more colleagues to publish statutory calculations every year showing how large the pay gap is between their male and female employees.

NIC Services Group is committed to creating an inclusive and diverse workplace and welcome the requirement, led by government legislation to be transparent on gender pay. We believe that it is important for all companies to be transparent about pay, and that by doing this, progress will be made in bridging the pay gap that exists in the UK today.

Our strength has always been in the team that we create and the people that we employ to be part of our team. This is clearly defined within our business core values;

Our People are our greatest asset.

NIC is proud to be an equal opportunities employer, and we are therefore pleased to publish our gender pay gap report 2025-2026.

Our median gender pay gap is 0%, which is significantly lower than the national average of 7.7%. The gender pay gap reflects the average paid to both men and women across our business. It must be noted that gender pay is not the same as equal pay.

The gender pay gap is a measure of the difference between men's and women's average earnings across our organisation. And not a comparison of pay rates for men and women doing work of equal value.

Declaration

I can confirm that the Gender Pay Gap data has been calculated in accordance with the requirements of the Equality Act 2010 (Gender Pay Gap Information Regulations 2017).

- Kelly Dolphin, Chief People Officer



Annual Gender Pay Gap Report

NIC is required by law to publish an annual gender pay gap report. This is the report for the financial year of 2025 to 2026

Section One:

Overview

Women's median hourly pay

0.0% lower

Women earned £1.00 for every £1 that men earned

Women Made up

42.0%

of employees in the highest paid quarter

Women Made up

56.0%

of employees in the lowest paid quarter

Women who recieved bonus pay

0.8%

compared with 1.8% of men

Section Two:

Main gender pay gap figures

In NIC:

- Women earned £1.00 for every £1.00 that men earned (comparing median hourly pay)
- Women made up 42.0% of employees in the highest paid quarter, and 56.0% of employees in the lowest paid quarter
- 0.8% of women received bonus pay, compared with 1.8% of men
- Women's bonus pay was 0.0% lower than men's (comparing median bonus pay)

Section Three:

Hourly Pay

In NIC:

- Women's median hourly pay was 0.0% lower than men's, this means they earned £1.00 for every £1.00 that men earn when comparing median hourly pay



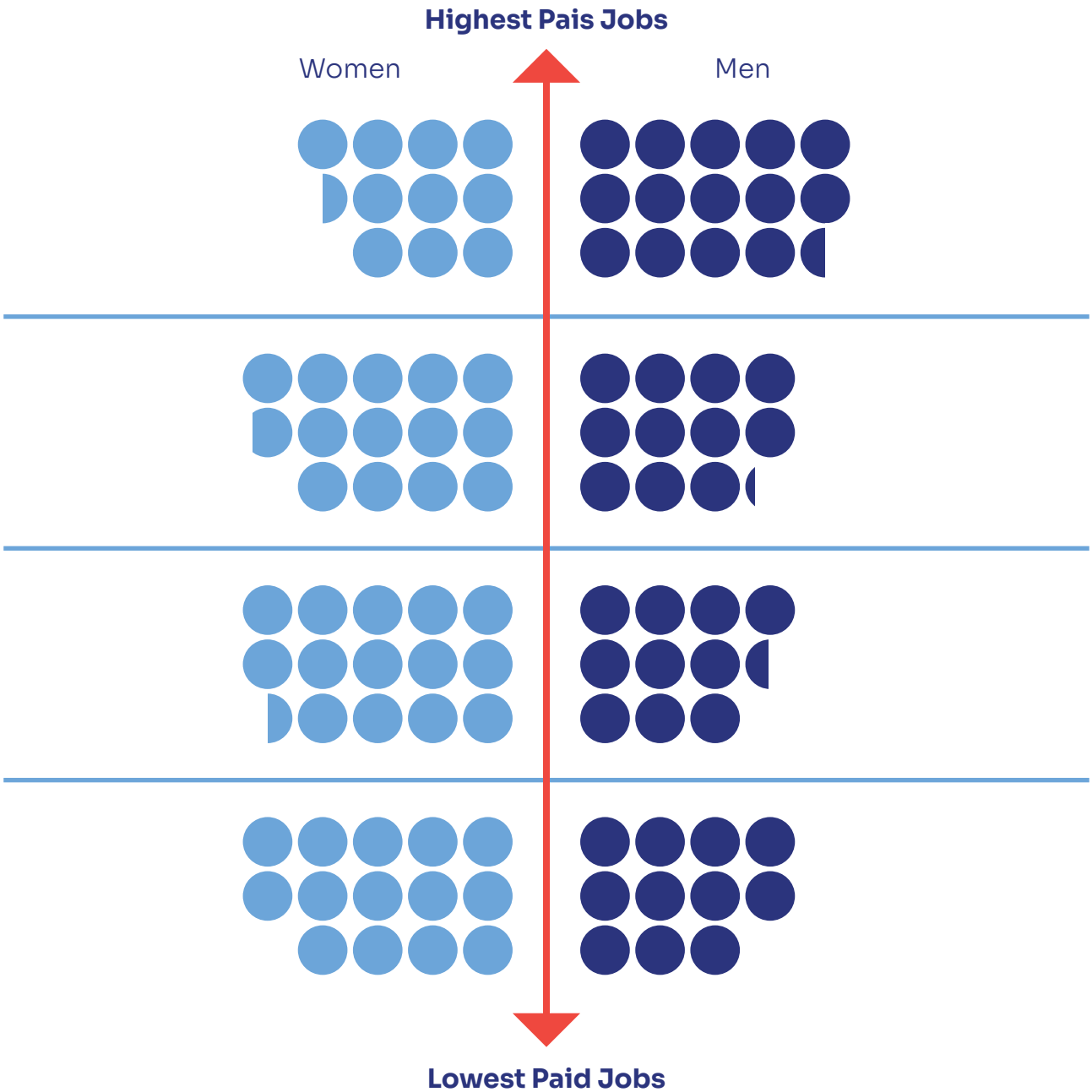
- Women's mean (average) hourly pay was 3.4% lower than men's

Section Four:

Pay Quarters

In NIC, women made up:

- 42.0% of colleagues in the upper pay quarter (highest paid jobs)
- 55.0% of colleagues in the upper middle pay quarter
- 58.0% of colleagues in the lower middle pay quarter
- 56.0% of colleagues in the lower pay quarter (lowest paid jobs)



Section Five:

Bonus Pay

In NIC:

- women's median bonus pay was 0% lower than men's, this means they earned £1.00 for every £1.00 that men earn when comparing median bonus pay.
- women's mean (average) bonus pay was 43% lower than men's.
- 0.8% of women and 1.8% of men received bonus pay.



Section Six:

Taking Action

At NIC Services Group, we are committed to fostering a diverse, equitable and inclusive workplace where every colleague has the opportunity to develop, succeed and reach their full potential, regardless of gender or any other protected characteristic.

We regularly review our recruitment, reward and people management practices to ensure that decisions relating to recruitment, pay, career progression and performance are fair, transparent and based solely on merit, experience and capability. We are committed to identifying and addressing any barriers that may prevent equal opportunities across our business.

Recognising the importance of balancing professional and personal responsibilities, we continue to support flexible working practices wherever operationally possible. As a people-focused organisation, we understand that flexibility can play an important role in attracting, retaining and developing talented colleagues across all areas of the Group.

We are committed to increasing diversity at every level of the organisation, including within senior leadership and management positions. Our recruitment and promotion processes are designed to ensure that appointments are made on the basis of skills, experience, behaviours and potential, without discrimination. We uphold the principles of the Equality Act 2010 and are dedicated to providing equal opportunities for all, irrespective of gender, race, age, disability, ethnicity, religion or belief, sexual orientation, or any other protected characteristic.

Developing our people remains central to our long-term success. Through structured learning, leadership development and continuous professional training, we invest in equipping our colleagues with the knowledge, skills and confidence to grow their careers while supporting the continued success of NIC Services Group.

While we recognise there is always more to do, we remain committed to building an inclusive culture where diversity is valued, opportunities are accessible to all, and every colleague feels respected, supported and empowered to contribute to the future success of the business.

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