

HB Clark & Co (Successors) Limited – Gender Pay Gap Reporting 2025

HB Clark’s mean gender pay gap of 1.9% is under the national average of 6.9%**

We are confident that the gaps reported are representative of the role each person occupies, and not a factor of differing pay rates based on gender.

As we operate a lean business model, the small number of senior positions within the business are currently largely occupied by males, resulting in the pay gaps shown opposite. We do however take a proactive approach in the learning and development of all of our staff to ensure that, should the business require additional support, this gap has the opportunity to be reduced.

Our sales force are incentivised by annual targets and are therefore able to achieve higher rates of pay based on performance. These incentives are available to all sales representatives irrespective of gender.

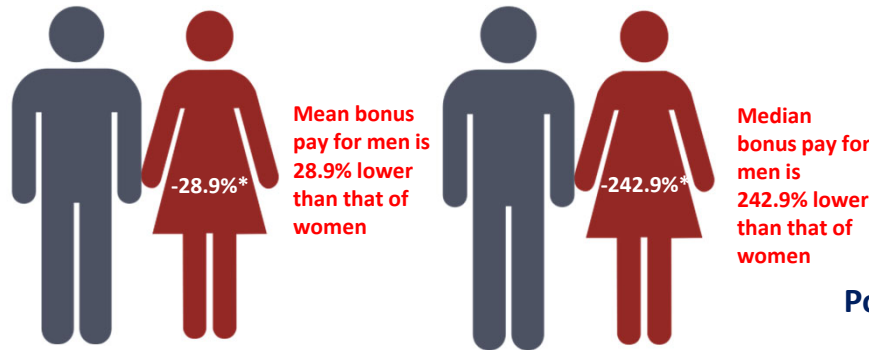
*a negative number indicates women on average earn more than men

** ONS ASHE 23/10/2025

Gender Pay Gap



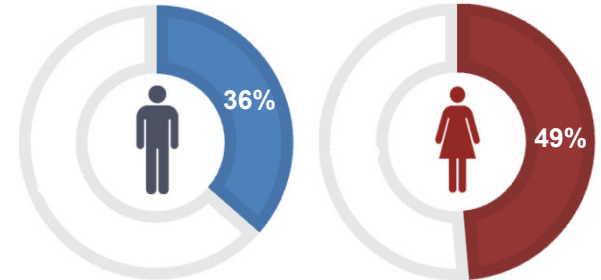
Gender Bonus Pay Gap



HB Clark & Co (Successors) Limited is committed to provide equal opportunities to all current and future staff, irrespective of gender.

We encourage and provide appropriate flexibility for women returning to the workplace, following periods of maternity & adoption leave, to ensure that they remain in the business and their skills valued across the organisation. We have a number of formal and informal training opportunities to upskill the workforce, promoting the development of female careers within the business, to progress and develop.

Proportion of Men and Women Paid a Bonus



The mean bonus gap (-28.9%*) is influenced by the proportion of blue collar roles within HB Clark which are predominantly filled by male staff. These roles attract less bonus than sales and white collar roles within head office.

The median bonus gap (-242.9%*) is influenced by the proportion of sales roles within the female population, whilst the majority of the male population receive proportionally smaller bonuses than the female population.

Population pay by quartiles

