



NSL Ltd

Statement

In our aim to become the leading UK service provider, we have a commitment to ethics and professionalism that makes a valuable contribution to shaping our industry. As an employer, we're committed to promoting diversity and gender equality. We offer all of our people the same growth and development opportunities within a positive, open and inclusive environment.

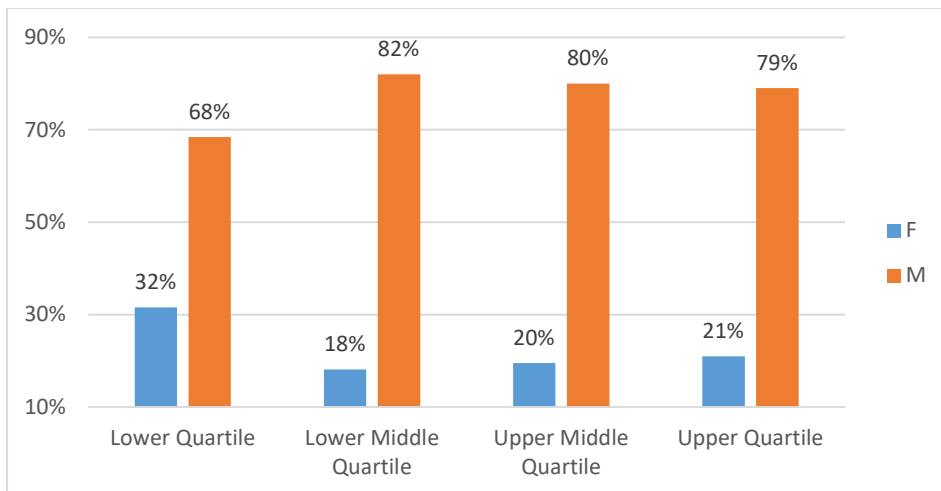
Our approach to pay is gender neutral by design, notwithstanding our expanding workforce through contract wins. We have more male representation in all four quartiles across the business.

We know there's work to do to close the gender pay gap. As a first step, we're committed to developing a deeper understanding of the reasons why we have a gender pay gap, and where appropriate, defining and implementing appropriate actions to help us make positive changes. Our next step will be to focus particularly on getting more women on to Boards and into the management team.

NSL Ltd Gender Pay Gap Information 2017:	NSL
Mean gender pay gap in hourly pay	4.5%
Median gender pay gap in hourly pay	6.5%
Mean bonus gender pay gap	47.5%
Median bonus gender pay gap	36.8%
Proportion of males receiving a bonus payment	38.4%
Proportion of females receiving a bonus payment	32.5%

The pay gap calculation is the difference between male and female pay, expressed as a percentage of male pay.

Proportion of males and females in each pay quartile (NSL)



Richard Shearer

Group Chief Financial Officer