

Carlisle Staffing Plc



GENDER PAY GAP REPORT

Introduction



We welcome the opportunity to share gender pay gap information as it will help us have more meaningful conversations with our people and our customers about equality, diversity and inclusion.

Carlisle Staffing Plc, which includes our brands Tate and Guidant, has an overall median gender pay gap of 0%, well below the national average of 18.8%. This is because 79% of the people included in the calculations are temporary workers whose pay is fixed by our customers. Many of them received a set hourly rate, regardless of gender, eliminating the pay gap.

In the interests of full disclosure, we have also chosen to provide an analysis of our 416 permanent UK employees. Amongst them, our gender pay gap raises slightly to 3.75%. Although we have more women than men within our business, women are under-represented in senior management roles, giving us a gap. We are committed to improving the gender balance of our senior management, which will address our gender pay gap.

We are proud of the progress with diversity and inclusion across our business and understanding our gender pay gap drives us to do more.

We are investing in a range of initiatives to bring about change and this report outlines more detail about what we are undertaking as part of a broader focus on creating a more inclusive workplace.

I confirm the information and data reported is accurate as of the snapshot date 5 April 2017.

A handwritten signature in black ink, appearing to read 'Julia'.

Julia Robertson
Group Chief Executive Officer

Understanding the gender pay gap

Gender pay vs equal pay

A gender pay gap shows the difference in average pay across all of the men and women in an organisation, industry or country as a whole. It can be driven by the differing number of men and women across all roles.

It is not the same as an equal pay comparison which looks at how much men and women are paid for carrying out the same role.

How we calculated our numbers

Under the UK Government's new Gender Pay Gap regulation, companies need to report their gender pay gap for all legal entities in Great Britain with more than 250 employees. Impellam Group has provided reports for its 11 legal entities in the UK that fulfil this criteria. Links to these are provided at the end of the document.

We have included the combined gender pay data for all of our employees in the UK, including those in legal entities with less than 250 employees.

As required, we have provided data on all of our permanent and temporary employees.

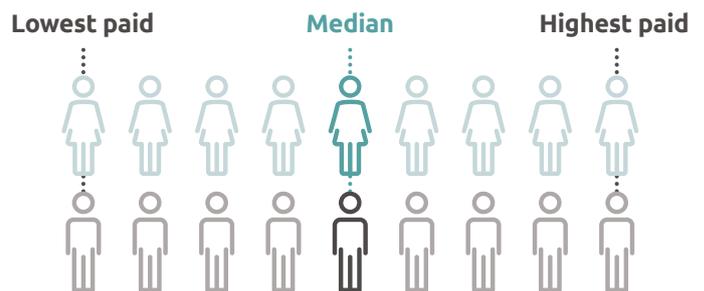
Given we are a staffing business, we have a very high number of temporary employees on our payrolls at any one time working in roles for our customers. This number fluctuates depending on requirements from our clients, and typically the rate of pay that our temporary workers receive is decided by our clients. On 5th April 2017, 91% of the full pay relevant employees used in these gender pay calculations were temporary.

Pay quartiles explained

A pay quartile is calculated by listing the hourly pay rates for everyone in the business then dividing them into four equal sized groups. We then work out the percentage of men and women in each group.

Median and mean gaps explained

The figure used most regularly is the **median gender pay gap**. To help bring this to life, imagine all of the women at Carlisle Staffing Plc standing in one line, from lowest paid by hour to highest, and all of the men doing the same in another line. The median gender pay gap is the percentage difference in hourly pay between the woman in the middle of the line and the man in the middle of the line. Hourly pay includes leave and any shift premiums, but not overtime.



The **mean gender pay gap** is the percentage difference in the average pay of men and women. This is calculated by adding up all of the hourly pay rates for all of the women in a business and dividing it by the number of women, then doing the same for the men and comparing the difference. The mean can be affected by different numbers of men and women in different roles. This is why we also report the number of men and women in different pay quartiles.

We also report the median and mean differences in bonus pay over a twelve month period, and the percentage of men and women who received a bonus.

A positive percentage shows a gap in favour of men; a negative percentage shows a gap in favour of women.

Our figures for 2017

All UK employees, including temporary and permanent

Pay - hourly rate

Median

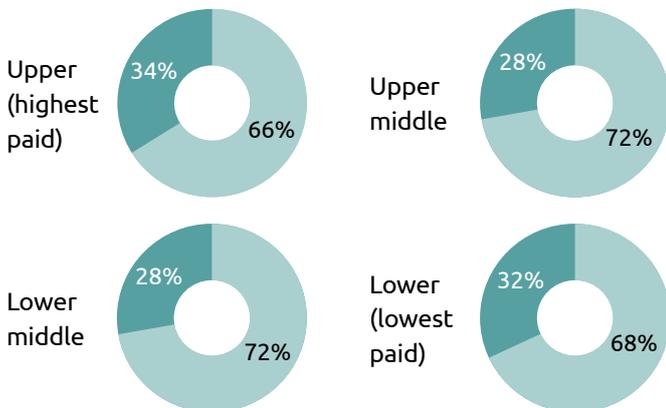
0.00%

Mean

7.29%

Proportion of employees according to quartile bands

● Male ● Female



Bonus pay difference between men and women

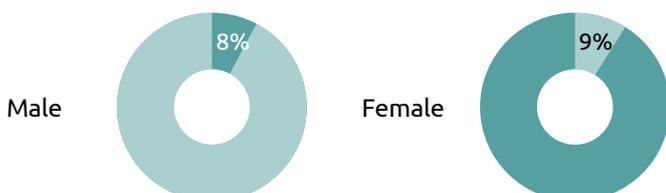
Median

-7.87%

Mean

-15.61%

Percentage of males / females receiving a bonus payment



Did you know?

- Carlisle Staffing Plc's median gender pay gap is 0%. This is because the majority of our employees on the snapshot date were temporary employees contracted to clients and being paid a set hourly rate, regardless of gender.
- While we have more women than men across our employees, men tend to hold the most senior positions. This gives us a slightly higher pay gap of 3.75% among our permanent employees.
- As 68% of our permanent employees are women and many have bonus schemes as part of their incentivisation, we have a bonus pay gap in favour of women.

Permanent employees only

Median / mean hourly pay gap	3.75 / 10.59%
Median / mean bonus pay gap	-8.53 / -2.94%
% males / females receiving a bonus payment	71.90 / 72.87%
Upper quartile (male / female %)	34.62 / 65.38%
Upper middle quartile (male / female %)	25.00 / 75.00%
Lower middle quartile (male / female %)	28.85 / 71.15%
Lower quartile (male / female %)	28.85 / 71.15%

Temporary employees only

Median / mean hourly pay gap	-0.10 / 6.81%
Median / mean bonus pay gap	22.66 / -126.40%
% males / females receiving a bonus payment	2.58 / 2.22%
Upper quartile (male / female %)	34.27 / 65.73%
Upper middle quartile (male / female %)	27.37 / 72.63%
Lower middle quartile (male / female %)	27.37 / 72.63%
Lower quartile (male / female %)	34.53 / 65.47%

How we are building an inclusive and diverse business

We are committed to creating an inclusive and diverse business built on trust. Each of our brands has local initiatives suited to their businesses and sectors, in addition to the following shared Group-wide initiatives:

1. Creating a Diversity and Inclusion Network

We bring people together from across our brands and geographies who share a purpose to foster an inclusive and diverse workforce at Impellam by encouraging positive conversations that drive clear action.

2. Developing a culture of Virtuosity

We continue to invest in our Virtuoso programme which recognises that it is our managers who make the difference in building trust, relationships and better futures for our clients and our people - 44% of our current cohort are women. This focus on Virtuosity is central to our strategy and frees our managers from conventional thinking so they see new possibilities enabling our people to realise their full potential.

3. Unconscious bias training

All Impellam people have access to training via our online learning system so that they understand more about themselves and their unconscious thinking which may affect interactions with their colleagues, customers and candidates. We also offer this training to our customers as and when appropriate.

4. Using Open Blend to facilitate conversations around flexible working

Open Blend is an online coaching and development platform that provides our managers with the skills needed to facilitate open and effective conversations with their teams. Open Blend enables us to work with our people to really understand what is important to them in all aspects of their lives, by addressing the whole person we will create a more engaged, productive workforce that allows our people to be the best versions of themselves.



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