

Carlisle Staffing Plc

# Gender Pay Gap Report



# Introduction

Our vision is 'to be the world's most trusted staffing company – trusted by our people, our customers and our investors in equal measure'.

A key part of building trust with all of our stakeholders is transparency. Due to the nature of our business, a large proportion of the people included on the date of the snapshot were temporary workers, doing work for our customers.

Therefore, we have decided to be proactive once again this year; by providing an overall analysis of our UK workforce and in the interests of full disclosure, to also report on our temporary and permanent workers separately.

Last year, Impellam Group had an overall median gender pay gap of 2.00%, which includes our permanent and temporary workers. This year, our median gender pay gap has improved slightly to 1.55%.

Among our permanent employees, our median gender pay gap is 21.93%. We are uncomfortable with this gap, even though it is largely driven by wider norms in society.

As with all data, its value lies in the awareness it raises, the questions it prompts, and the action we take. We see it as our responsibility both to understand and to address the root causes of inequality to ensure that all Impellam people, including our candidates, are able to reach their full potential and do work which gives them fulfilment and a sense of purpose.

Nevertheless, I am pleased that Impellam Group continues to lead by example at a time when women still account for fewer than 5% of the chief executive positions in the US, UK and Europe.

57% of our board members are women, in stark contrast to the AIM-listed company average of 6.4%, and we are proud to have female CEO's and MD's leading businesses across the Group.

We are an inclusive business, and we encourage flexibility, including part-time work and home working. We hold conversations with managers through Open Blend, our coaching and development platform which enables us to explore whether personal ambitions are being met, as well as business objectives.

We continue to invest in our Virtuoso programme which recognises that it is our managers who make the difference by building trust, relationships and better futures for our clients and our people - 51% 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 thrive.



I confirm the information and data reported is accurate as of the snapshot date 5 April 2018.

However, this report reminds us that we must seek further opportunities to stretch our ambitions and that there is more we can do. We will continue to encourage honest discussions that represent all our people, regardless of gender or level of seniority, so that we can truly understand the barriers that prevent fulfilment of potential. In addition, we will continue to hold transparent conversations with our clients, and support them in building more inclusive businesses.

We welcome the annual requirement to publish gender pay comparisons - it offers an important opportunity to reinforce our existing work, as well as providing stimulus for continuous improvement.

A handwritten signature in black ink, appearing to read 'Julia', with a long, sweeping underline.

**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. We have provided data on all of our permanent and temporary employees, as required by the regulation. Given we are a staffing business we have a very high number of temporary workers on our payrolls at any one time.

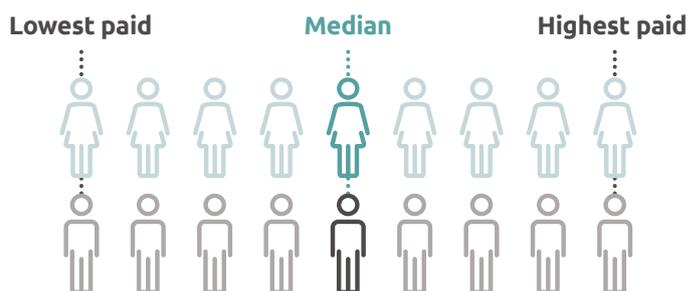
This number fluctuates depending on requirements from our clients, and typically the rate of pay that our temporary workers receive is decided by our clients. We have also reported on our permanent employees only and our temporary employees only.

## Pay quartiles explained

A pay quartile is calculated by listing the hourly pay rates for everyone in the business then dividing them in to 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 Impellam 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 2018

## All UK employees, including temporary and permanent

Pay - hourly rate

Median

**1.96%**

Mean

**10.33%**

Proportion of employees according to quartile bands

● Male ● Female



Bonus pay difference between men and women

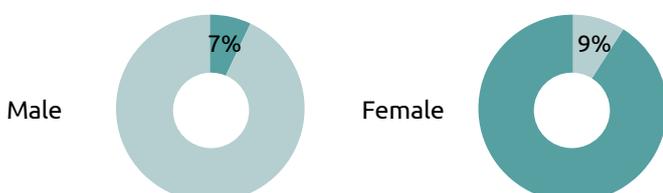
Median

**-24.85%**

Mean

**13.33%**

Percentage of males / females receiving a bonus payment



## Did you know?

- Carlisle Staffing Plc's median gender pay gap is 1.96%.
- Women occupy a higher proportion of senior roles at Carlisle Staffing Plc which has contributed to our low Gender Pay Gap.
- Our Gender Pay Gap increases when we include our temporary workers, where employees are set an hourly rate by a client, regardless of gender.

## Permanent employees only

Median / mean hourly pay gap	<b>-1.62 / -3.03%</b>
Median / mean bonus pay gap	<b>15.57 / 27.14%</b>
% males / females receiving a bonus payment	<b>65.04 / 69.49%</b>
Upper quartile (male / female %)	<b>26.47 / 73.53%</b>
Upper middle quartile (male / female %)	<b>33.33 / 66.67%</b>
Lower middle quartile (male / female %)	<b>34.31 / 65.69%</b>
Lower quartile (male / female %)	<b>27.45 / 72.55%</b>

## Temporary employees only

Median / mean hourly pay gap	<b>00.50 / 18.52%</b>
Median / mean bonus pay gap	<b>17.57 / -59.38%</b>
% males / females receiving a bonus payment	<b>2.42% / 2.02%</b>
Upper quartile (male / female %)	<b>38.98 / 61.02%</b>
Upper middle quartile (male / female %)	<b>30.56 / 69.44%</b>
Lower middle quartile (male / female %)	<b>35.39 / 64.61%</b>
Lower quartile (male / female %)	<b>32.26 / 67.74%</b>

# 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 have 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. 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.



# Carlisle Staffing Plc

[https://www.theqca.com/article\\_assets/articledir\\_224/112351/QCANBBDO\\_BoardReview2016\\_Final%202%201.pdf](https://www.theqca.com/article_assets/articledir_224/112351/QCANBBDO_BoardReview2016_Final%202%201.pdf)

National Gender Pay Gap for UK in 2018:

<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2018>