



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.



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

Links to all of our legal entities are included at the end of this report.

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.

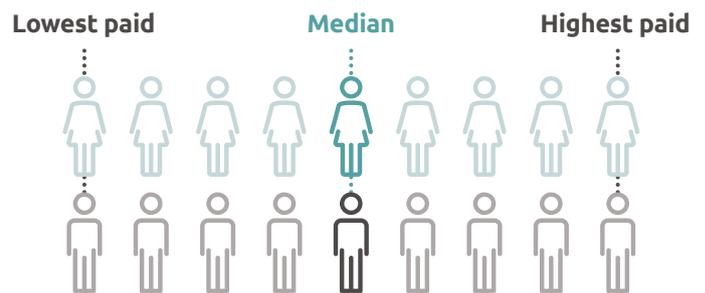
Given we are a staffing business, we have a very high number of temporary employees on our payrolls at any one time working in roles for our customers. This number fluctuates depending on requirements from our clients, and typically the rate of pay that our temporary workers receive is decided by our clients. On 5th April 2018, 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 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 business context

Our mission is to provide fulfilment and a sense of purpose for our people and help our customers build better businesses in a changing world. We bring a wealth of sector specific expertise through our market-leading brands, connecting carefully chosen candidates with fulfilling jobs at all levels. They include doctors, lawyers, accountants, nurses, teachers, cleaners, scientists, receptionists, security guards, drivers, chefs, administrators, engineers, warehouse operatives and technology specialists.

At any one time, we employ thousands of workers on behalf of our clients. The pay rates of these workers are very broad and are usually set by the client. They vary depending on the type of role, the level, and the industry. Our data is affected by four common trends:

- **Fluctuations in client demand.** The number, make up and pay rates of our temporary employees fluctuates depending on the number of candidates our clients require and the peaks and troughs of the industries they work in. For example, our education businesses recruit more candidates in September; our retail clients have a 'peak' demand for temporary employees in November and December. On 5th April 2018, 69% of our employees were working for Blue Arrow Group. The nature of the industries they work in means that the majority of these employees are men, are in the lower pay quartiles for Impellam Group and did not receive a bonus, which impacts our overall figures.
- **The gender make-up of industries we represent.** We work across many different industries and the gender pay gaps within these can vary greatly. Overall, our workforce on the snapshot date was 38% women but the percentages of women in our legal entities representing female dominated sectors such as care and teaching can be as high as 88%. On the other hand, the UK technology sector has a gap of 25% and is 75% male, for example - so even though Impellam has a low overall pay gap of 1.55%, we know that there is work to be done in many of the sectors we represent.
- **Skills shortages.** We operate in several candidate short markets, such as education, healthcare and science, and the availability of candidates impacts the make-up of our temporary workforce. These industries also have prevailing gender norms that are being addressed. For example, with Science at GCSE level, STEM entries are down by 136,000 which represents 66,000 less girls taking STEM GCSEs this year, so change is needed at all levels of society to positively influence wider norms across some sectors.
- **Variations in working practices and demographic trends.** As we represent so many sectors, there are variations in how people are paid – some have low gender pay gaps as hourly pay rates are fixed so are not influenced by gender; some attract high bonuses, and some have more men in higher paid roles. Traditionally, it is women who have tended to occupy part time roles; we predict this gender balance will change as more and more people join the 'gig' economy over the next decade.

The structure of our permanent workforce

Our own permanent employees made up 9.64% of the relevant full pay employees included in our gender pay calculations on 5th April 2018. Our people are as diverse as the industries they work within, often having been recruited as specialists from these sectors, and they are based all across the UK. Of our permanent employees, 66.24% are women, and many work for our internal functions that do not typically attract a bonus.

Like many UK businesses, the number of women decreases as the pay quartile increases.

The reports on our individual legal entities and the brands they represent contain more detail.

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 - 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 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.



Our UK legal entities with over 250 employees

Blue Arrow Ltd

blueArrow

Carbon60 Ltd



Career Teachers Ltd

CAREER TEACHERS

Carlisle Staffing Plc

(including our brands Guidant and Tate)

guidant
global

Tate

Science Recruitment Group Ltd

srg

Chrysalis Community Care Group Limited

(part of Medacs Healthcare)

Chrysalis Community Care Group Limited
trading as Medacs Homecare

Medacs Healthcare Plc

(part of Medacs Healthcare)

Medacs Healthcare Plc

Lorien Resourcing Ltd



Lorien Resourcing Ltd

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Impellam Group

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>

Female CEO:

<https://www.theguardian.com/business/2018/jul/17/number-of-women-in-top-boardroom-positions-falls-report>