



# Gender Pay Gap Report

# Introduction



Carlisle Support Services welcomes the opportunity to share the gender pay gap for our legal entity Carlisle Security Services. This will help us have more meaningful conversations with our people and our customers about equality, diversity and inclusion.

Carlisle Security Services has an overall median gender pay gap of 3%. This low figure is because the majority of the people included in our calculations are workers whose pay is an hourly rate fixed by our clients. Although our workforce has a higher number of men than women, which is common across the security sector, the set hourly rate means our gender pay gap is very low.

We have made good progress with diversity and inclusion at Carlisle Security Services and understanding our gender pay gap drives us to do more.

We know that among our salaried employees we have a gender imbalance as men occupy more of our senior manager roles and we are committed to improving the gender balance of our senior managers.

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.

## Paul Evans

Managing Director,  
Carlisle Support Services

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



### Julia Robertson

Group CEO, Impellam Group Plc

# 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 doing 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.

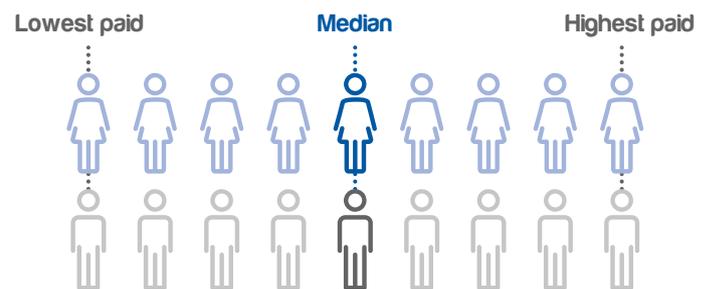
Given that we are a staffing business we have a very high number of temporary workers on our payrolls at any one time. This number fluctuates depending on requirements from our clients, and typically the rate of pay that our temporary workers receive is decided by our clients.

## 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 we employ 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 hourly paid and salaried

Pay- hourly rate

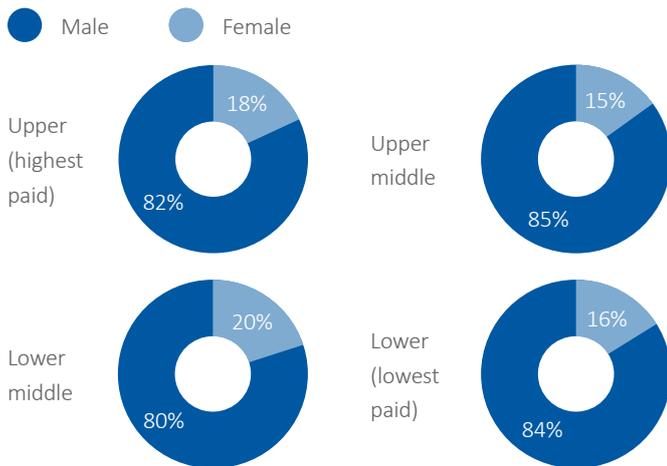
Median

**3.14%**

Mean

**-0.61%**

Proportion of employees according to quartile bands



Bonus pay difference between men and women

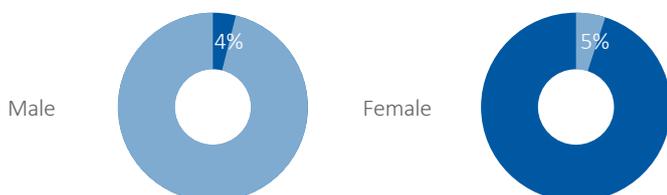
Median

**8.33%**

Mean

**57.35%**

Percentage of males / females receiving a bonus payment



## Did you know?

- Our median gender pay gap is far lower than the national average of 18.8% because the employees working with our clients are typically paid fixed hourly rates, regardless of gender. These hourly rates are set by our clients.
- We have more men than women in every pay quartile. We are working with the industry to attract more women in to security roles.



# How we are building an inclusive business

We are committed to creating an inclusive and diverse business built on trust, and the following initiatives support our goals:

## 1. We support a Diversity and Inclusion Network

As part of the Impellam Group, we participate actively in the Diversity and Inclusion network which fosters an inclusive and diverse workforce by encouraging positive conversations that drive clear action.

## 2. We are building 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 and to thrive.

## 3. We address unconscious bias

All our people take and have access to training via our online learning system to help them understand, identify and address unconscious bias. We also offer this training to our customers as and when appropriate.

## 4. We facilitate conversations around flexible working

We are an inclusive business, and we encourage flexibility, including part-time working hours. We hold conversations with managers, which enables us to explore whether personal ambitions are being met, as well as business objectives. By addressing the whole person, we will create a more engaged, productive workforce that allows our people to be their authentic selves at work.

## 5. We are committed to professional development

We are committed to the professional development of all our employees and have put in place training and development programmes for our operational management and support teams.

## 6. We are working with the Women in Security Initiative

Carlisle Security Services is committed to encouraging more women to join the security sector and works closely with the Women in Security initiative in order to promote and attract more women to the industry.

