



**Carlisle Support Services**

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I confirm the information and data reported is accurate as of the snapshot date 5<sup>th</sup> April 2022.

Paul

**Paul Evans**  
Chief Executive  
Officer

## INTRODUCTION

Carlisle Support Services welcomes the opportunity to share the gender pay gap for our legal entity which includes our security, events, and retail divisions. This report will help us engage in more meaningful conversations with our people and our customers about equality, diversity, and inclusion.

It is worth noting that last year's report fell on a national bank holiday weekend and therefore the figures presented in the 2021 report were inflated due to many employees working overtime with an increased day rate. Therefore, it is not viable to compare the data in this report for 2022 with the data from 2021.

Our company values continue to shape every action we take and decision we make. They are the foundation of what Carlisle Support Services stands for and encompass a desire in all of us to provide the highest quality of service to our customers.



**Care passionately  
for all**



**Customers  
at the heart**



**Promise-based  
culture**



**Sector-based  
experts**

Our security, events, and retail divisions within Carlisle Support Services has an overall median gender pay gap of **-1.84%**. This figure is made up of team members 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 maintains a low gender pay gap. In support of equality, we will stay committed to paying both genders the same hourly rate and offer equal opportunities for overtime. Historical data indicates that male officers have undertaken more overtime hours.

As we continue to invest and develop our people, we are pleased to have an equally gender balanced senior management team.

Our HR Director is committed to further improving the gender balance across the business and attracting more females into the industry. This report outlines the activities being undertaken as part of a broader focus on creating a more inclusive workplace.

# UNDERSTANDING THE GENDER PAY GAP

## General 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 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.

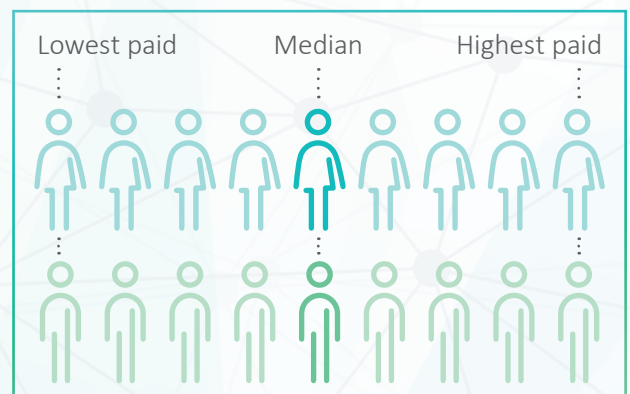
Given that we are a staffing business we have a very high number of temporary workers on our payrolls at any one time. This number fluctuates depending on requirements from our clients, and typically the rate of pay that our temporary workers receive is decided by our clients.

## 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 2022

All UK employees, including hourly paid and salaried

Pay - Hourly Rate

**-1.84%**

Median

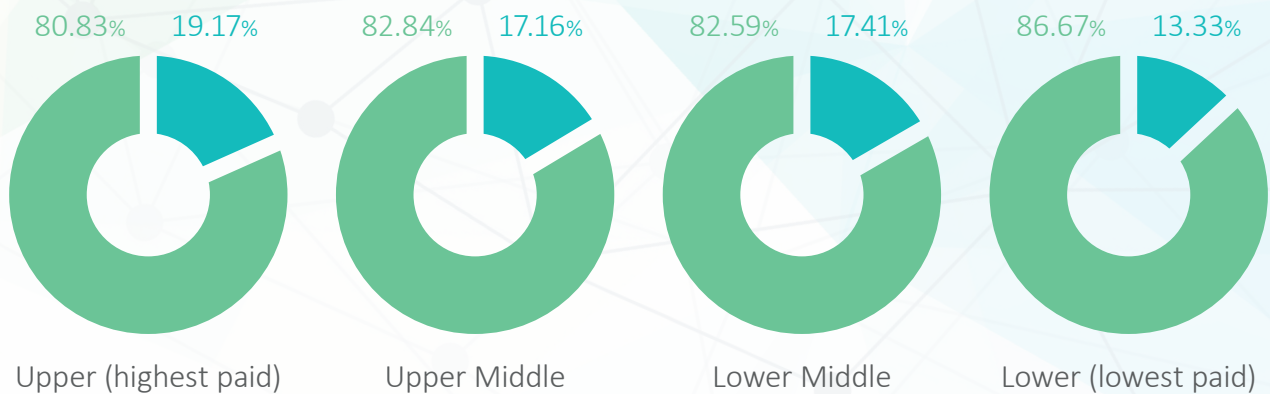
**0.27%**

Mean



Proportion of employees according to quartile bands

Key: Male Female



# HOW WE ARE BUILDING AN INCLUSIVE BUSINESS

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

## 1 We support a Diversity and Inclusion Network

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 continued learning

We continue to invest in a management and leadership 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 is central to our strategy and aligns with our ethos to put our people at the forefront of everything we do.

Our management training frees our managers from conventional thinking, so they see new possibilities, enabling our people to realise their full potential and 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 as well as the opportunity of remote working.

We hold conversations with managers, which enables us to explore whether personal ambitions, as well as business objectives, are being met.

By engaging in meaningful conversations, 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 learning pathways that open opportunities and internal promotions.

We are committed to professional development programmes and encourage our teams to undertake a professional qualification.



# HOW WE ARE BUILDING AN INCLUSIVE BUSINESS

## Continued

### 6 We educate our people on the importance of equality and diversity in the workplace

We provide mandatory compliance training on a variety of topics, including Equality and Diversity in the Workplace, through our online learning system which must be completed by all managers and support staff on an annual basis.

We actively promote our Equality and Diversity Policy and offer training in the classroom delivered by our legal partners and in-house HR experts. These multiple learning tools support our desire to keep skills and knowledge fresh and relevant.

### 7 We think outside the box when it comes to hiring sources

We advertise our roles on a variety of job boards, social media platforms, internally on our intranet and by word of mouth, ensuring that our job postings use inclusive terminology.

This ensures that we reach a broader and more diverse mix of talent.

### 8 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 to promote and attract more women to the industry.

### 9 We create opportunity for all

We are developing career pathways to provide all employees equal opportunities to move horizontally and vertically around the business to enhance their careers. In addition, we:

- Have reviewed and promoted our family friendly policies
- Commenced the process of creating career pathways to ensure equal opportunity and movement across the business entities
- Created a leadership programme to nurture talent within
- Created flexible and hybrid working within our salaried population that will attract a wider demographic
- Implemented new IT systems to strengthen our data capture
- Introduced a new recruitment applicant tracking system that will provide the opportunity to create talent pools that will drive meaningful recruitment campaigns.
- Introduced a wellbeing and social value agenda and committee.