

GENDER PAY GAP REPORT 2023

for Carlisle Support Services Group Limited

**Carlisle Support Services**

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I confirm the information and data reported is accurate as of the snapshot date 5th April 2023.

Paul

Paul Evans
Chief Executive
Officer

INTRODUCTION

Carlisle Support Services welcomes the opportunity to share the gender pay gap for our legal entities Carlisle Security Services and Carlisle Retail Services (Luton) Plc. This report will help us to continue to have more meaningful conversations with our partners about equality, diversity and inclusion, adopting best practices to ensure alignment with our values.

We hold ourselves accountable to our values and ensure that these are embedded throughout our systems and processes to ensure we continue to strive for equality and a diverse workforce.



**Care passionately
for all**



**Customers
at the heart**



**Promise-based
culture**



**Sector-based
experts**

Our security, events, and retail divisions within Carlisle Support Services have an overall median gender pay gap of **-0.34%**. The majority of the people included in our calculations are workers whose pay is an hourly rate fixed by our clients and who also have an enhanced rate when working over their contracted hours or a bank holiday, which is evident in the 2023 figures. 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 remains low.

We know that among our salaried employees, we have a gender imbalance as men occupy more of our manager roles. However, throughout 2023 we continued to address this by showcasing the amazing females we have working for us, with our female managers attending several industry and sector events to attract more females into a career in security and retail. We continue to collaborate with women across the industry and clients to recognise and celebrate their successes.

We have strengthened and invested in our senior leadership team and now have 50% of females in senior positions.

Our HR Director is committed to improving the gender balance across the business by attracting more females into the industry. In 2023 we have introduced various initiatives across the HR remit to attract and retain female employees. We are working alongside our social value partners to strengthen our equality agenda, which includes promoting and celebrating women in security and rail, which are typically male-dominated sectors. We continue to invest in a range of initiatives to bring about change and this report outlines in more detail what we are undertaking 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.

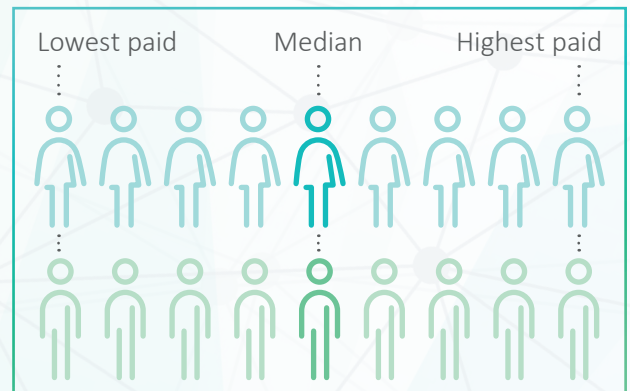
Given that we are a staffing business we have a very high number of temporary workers on our payrolls at any one time. This number fluctuates depending on requirements from our clients, and typically the rate of pay that our temporary workers receive is decided by our clients.

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 2023

All UK employees, including hourly paid and salaried

Pay - Hourly Rate

-0.34%

Median

-7.37%

Mean

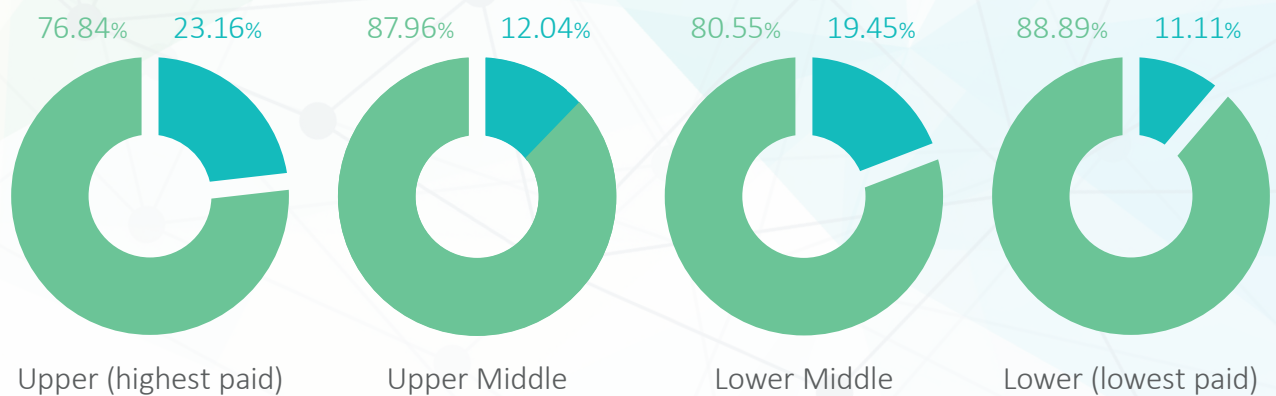


Proportion of employees according to quartile bands

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 strive for a diverse and inclusive network

We participate actively in the diversity and inclusion network by encouraging positive conversations throughout our workforce that drive clear actions, as well as working with our clients to ensure that we complement each other's approaches. For 2024 one of our 11 company initiatives is to launch an ESG agenda which includes and promotes ED&I and women's wellbeing initiatives.

2 We are building a culture of continued learning

We continue to invest in our management teams to create a culture of lifelong learning. Our People Development Manager works with our leadership team to recognise and develop exceptional people, by continuing to create and implement bespoke development packages to align with each of our contracts. This programme will be enhanced in 2024 with the introduction of a leadership programme mapped into CIM qualifications.

We recognise 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 top of the tree.

3 We address unconscious bias

All our people take and have access to training via our online learning system, Ollie, to help them understand, identify, and address unconscious bias. We continue to offer this training to our customers as and when appropriate. We have also introduced a new recruitment system that conceals personal information about candidates to allow the recruiting manager to assess on skills alone.

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 home working or remote working. 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 learning pathways that open opportunities and internal promotions. We are committed to professional development programmes and encourage our teams to undertake professional qualifications.

HOW WE ARE BUILDING AN INCLUSIVE BUSINESS

Continued

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 to promote and attract more women to the industry.

7 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, Ollie, which must be completed by all managers and support staff on an annual basis.

We actively promote our Equality and Diversity Policy and offer specific classroom training 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.

We have enhanced our family-friendly policies to attract more females into the business, introduced a menopause strategy and continue to develop a wellbeing and social value committee.

8 We think outside the box when it comes to hiring sources

We advertise our roles on a variety of job boards, social media platforms and internally on our intranet and by word of mouth, making sure that our job postings use inclusive terminology. This ensures that we reach a broader and more diverse mix of talent.

9 We create opportunities for all

We are currently developing career pathways to give all employees equal opportunities to move horizontally and vertically around the business to enhance their careers.



