



Gender Pay Gap Report

 gap personnel
group

2018
figures

What is the Gender Pay Gap?

The gender pay gap is the percentage difference between average hourly earnings for men and women.

Across the UK, men earned a median figure of 17.9% more than women in April 2018, according to the Office for National Statistics (ONS). This is down from 18.4% in 2017.

The Gender Pay Gap calculations take into consideration the average earnings of all men and women across a business, irrespective of role and seniority. The outcome can be affected by many factors such as working patterns, occupation and sector.

Having a gap between average pay for men and women is not illegal. Paying men and women differently for doing equal work, however, is.

The Gender Pay Gap calculations also look at bonuses, and how these are distributed across men and women in a company.

Who do we report on?

As an employment business, the temporary workers who work for our clients are included in our payroll as well as our internal staff, and are therefore a part of the calculation.



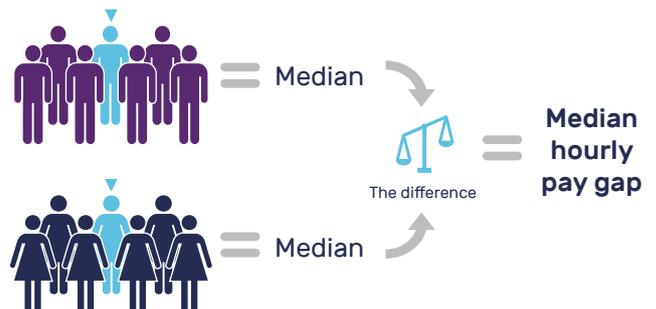
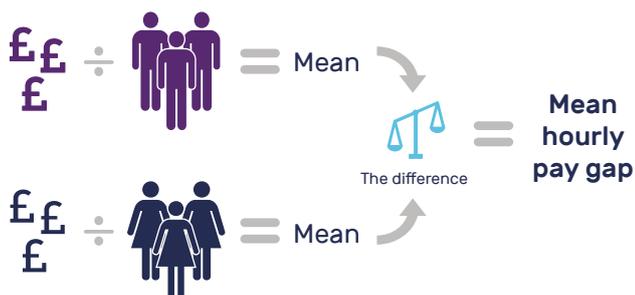
Understanding the calculations

Mean hourly pay gap

This is the difference in average hourly rates of pay for men and women. It adds up all the hourly rates for men, all the hourly rates for women, and divides each by the number of men and women respectively within the scope of the calculation. It then looks at the difference.

Median hourly pay gap

This measures the hourly pay rate of the middle point in a population. If you separately lined up all the women in a company and all the men, the median pay gap is the difference between the hourly pay rate of the middle woman compared to that of the middle man.



What our own results say

gap personnel group's own Gender Pay Gap figures are explained below.

| Required data - internal employees | Results | |
|--------------------------------------------------------------------------------------------------------|---------|--------|
| Mean hourly pay difference between males and females | 13.1% | |
| Median hourly pay difference between males and females | 12% | |
| Mean difference between male and female bonus payments | 19.5% | |
| Median difference between male and female bonus payments | 35.9% | |
| Proportion of males receiving bonus payments | 76.9% | |
| Proportion of females receiving bonus payments | 75.9% | |
| Distribution of males and females within each pay band quartile, calculated on a range of hourly rates | Male | Female |
| Lower quartile | 30.9% | 69.1% |
| Lower middle quartile | 38.2% | 61.8% |
| Upper middle quartile | 49.1% | 50.9% |
| Upper quartile | 47.3% | 52.7% |

| Required data - temporary workforce | Results | |
|--------------------------------------------------------------------------------------------------------|---------|--------|
| Mean hourly pay difference between males and females | 4.4% | |
| Median hourly pay difference between males and females | 0.9% | |
| Mean difference between male and female bonus payments | 30.7% | |
| Median difference between male and female bonus payments | 35.2% | |
| Proportion of males receiving bonus payments | 7.3% | |
| Proportion of females receiving bonus payments | 6% | |
| Distribution of males and females within each pay band quartile, calculated on a range of hourly rates | Male | Female |
| Lower quartile | 65.6% | 34.4% |
| Lower middle quartile | 64.3% | 35.7% |
| Upper middle quartile | 68.4% | 31.6% |
| Upper quartile | 78.5% | 21.5% |

| Required data - combined | Results | |
|--------------------------------------------------------------------------------------------------------|---------|--------|
| Mean hourly pay difference between males and females | 1.8% | |
| Median hourly pay difference between males and females | 0.9% | |
| Mean difference between male and female bonus payments | -83.8% | |
| Median difference between male and female bonus payments | -33.6% | |
| Proportion of males receiving bonus payments | 8.7% | |
| Proportion of females receiving bonus payments | 10.4% | |
| Distribution of males and females within each pay band quartile, calculated on a range of hourly rates | Male | Female |
| Lower quartile | 65.5% | 34.5% |
| Lower middle quartile | 65.4% | 34.6% |
| Upper middle quartile | 68.5% | 31.5% |
| Upper quartile | 73.8% | 26.2% |

What are the reasons for our Gender Pay Gap?

Internal employees

In the upper middle and upper quartiles, men and women's pay is almost evenly distributed, showing our commitment to equality in senior management roles.

More women than men work part time. 75% of our part-time employees are women. The regulations do not allow a full-time equivalent calculation on bonuses for part-time employees.

Temporary workforce

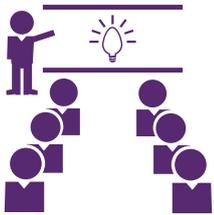
As an employment business, our temporary workforce are included in our payroll and are therefore included in our Gender Pay Gap report.

Our temporary workforce is predominantly male, which is typical within the industrial sector. We work hard to ensure there is diversity in our resourcing methods and the support we provide to our people.

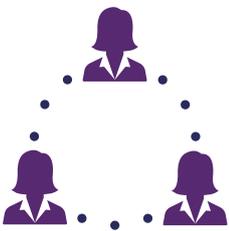
Closing the Gender Pay Gap



Our HR team are undertaking a full evaluation of all job roles within our business. This will include a review of salary and bonus structures to ensure these are consistent, and will ensure that salary increases, bonuses, and progression opportunities are linked to training and development programmes.



gap has recently relaunched our internal corporate induction to accommodate for all learning styles, giving us the opportunity to effectively engage with new starters from the outset. Communicating development expectations early on will push employees to reach their full potential, and combined with a mentoring program that we will be releasing later in the year, we believe these amendments will begin to close the pay gap especially in the lower and lower middle quartiles of the business.



Our annual Management Development Programme has delegates undertake a rigorous assessment process; in 2018, all of those successful were female. The quality and calibre of women moving up within our business is a testament to how we recruit internally based on quality and ability. As demonstrated in the figures, there is no obstruction to women achieving equal placing as men in senior management positions.

Claire Roberts - Head of HR

We welcome the gender pay gap report, as it is crucial to understand the current dynamic within our business, and to work on the strategies we have identified above so we can close this gap over the coming years. I can confirm that the data presented in this report is accurate and meets the Government's expectations and regulations around gender pay gap reporting, and look forward to continuing to implement changes in our business that will align our people with our company goals and vision, creating a diverse environment where all our employees can flourish.

