



Introduction



Simon Blockley
Chief Executive Officer,
Guidant Global

We are pleased to share Guidant Global's 2019 UK pay gap report, including gender pay gap data in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

We welcome sharing this report as it will help us to continue to strive for a better way and open up meaningful conversations with our people and our customers about equality, diversity and inclusion.

It's important to note that Guidant Global is part of the legal entity Carlisle Staffing Plc, which has an overall median gender pay gap of -4.88%. As part of our commitment to promote transparency, we have also chosen to report on Guidant Global's gender pay gap separately, and this forms the content of this report.

Information on Carlisle Staffing Plc and other legal entities within the Impellam Group can be found on impellam.com.

For Guidant Global specifically, our business has a median gender pay gap of -6.98%, which remains mostly unchanged from last year (-6.32%). Due to the nature of our business, a large proportion of the people included on the date of the snapshot were temporary workers whose pay is fixed by our customers. Among our salaried people where pay is under our direct control, we are proud that our median gender pay gap is -0.38%.

The overall bonus pay gap is significantly in favour of women, but this is heavily skewed by the gender pay gap of our temporary workers.

We have explored the key factors and influences on our data within the 'Our Business Context' section and outline our activities to combat the Gender Pay Gap in the latter part of this report. While we have a low Gender Pay Gap, we are fully committed to improving the gender balance within the lower quartiles.

This report outlines in more detail the context and subsequent impacts on our business and the actions we are currently taking to create a more inclusive workplace for everyone within our business. We believe that a workforce that has diversity across every level, operating in a truly inclusive environment, makes for a more successful business and a happier, more engaged workforce. Our People-Lead-Growth business strategy and the insights we provide to our customers and the wider market is a testament to this.

Increasing diverse representation across every level of our business will always be one of our key priorities, and we will continually seek out new opportunities to ensure Guidant Global is a better place to work for everyone — both now, and in the future.

I confirm the information and data reported is accurate as of the snapshot date 5 April 2019.

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 carrying out the same role.

How we calculated our numbers

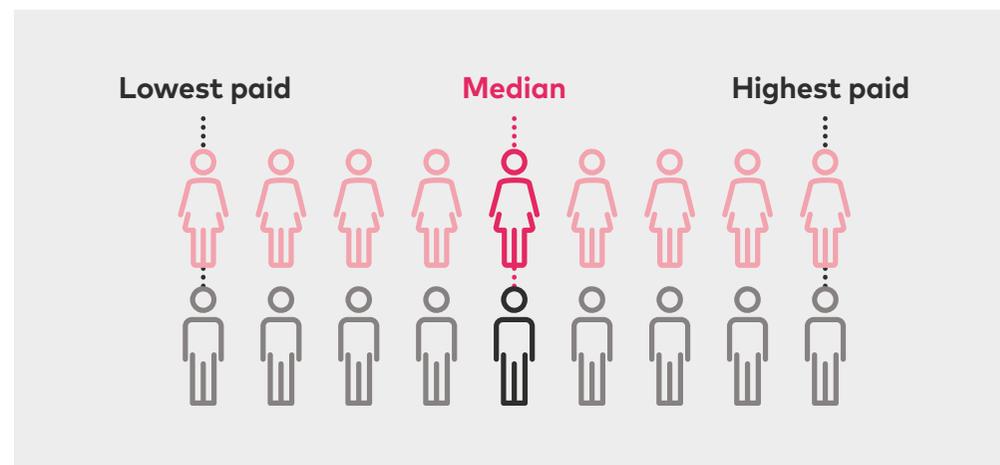
Under the UK Government's new Gender Pay Gap regulation, companies need to report their gender pay gap for all legal entities in Great Britain with more than 250 employees. Impellam Group has provided reports for its 10 legal entities in the UK that fulfil this criteria.

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 2019, 48.55 % 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 the women at Impellam standing in one line, from lowest paid by hour to highest, and all 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.

Therefore, 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

We provide global workforce management solutions that help companies find the best permanent and contingent talent.

The make-up of our workforce

At any one time, we employ thousands of workers on behalf of, or in partnership with 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.

Included within overall bonus calculation is the pay of our temporary workers, a large bonus payment – demonstrated through the mean calculation of our temporary employees, has impacted our bonus pay gap. Women are also higher represented across all pay quartiles substantially and is the primary reason for our negative overall Gender Pay Gap.

Our own permanent employees made up 51.44% of the relevant full pay employees included in our gender pay calculations on 5th April 2018. Overall, our workforce on the snapshot date was 29.72% women.

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, some clients experience peaks in demand, which is not accurately reflected in the snapshot.

The gender make-up of industries we partner with

As a Managed Service Provider we work across many different industries and the gender pay gaps and wider trends within these can vary greatly, and thus impact our figures.

Our figures for 2019

Proportion of employees according to quartile bands

Male

Female



Upper (highest paid)



Upper middle



Lower middle



Lower (lowest paid)

All UK employees, including temporary and permanent

-6.98%
Median

-13.10%
Mean

Bonus pay difference between men and women

-96.03
Median

-67.00%
Mean

Percentage of males / females receiving a bonus



Male



Female

Our figures for 2019

Permanent employees only

Median / mean hourly pay gap	-0.38 / 5.59%
Median / mean bonus pay gap	16.82 / 28.22%
% males / females receiving a bonus payment	74.14 / 64.96%
Upper quartile (male / female %)	31.25 / 68.75%
Upper middle quartile (male / female %)	43.08 / 56.92%
Lower middle quartile (male / female %)	44.44 / 55.56%
Lower quartile (male / female %)	26.98 / 73.02%

Temporary employees only

Median / mean hourly pay gap	-4.21 / -04.61%
Median / mean bonus pay gap	46580 / 26.00%
% males / females receiving a bonus payment	14.26 / 3.91%
Upper quartile (male / female %)	76.80 / 23.20%
Upper middle quartile (male / female %)	73.94 / 26.06%
Lower middle quartile (male / female %)	281.45 / 18.55%
Lower quartile (male / female %)	80.39 / 19.61%

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. Expanded our INfluence programme

In 2019 we expanded INfluence - a Guidant Global inclusion initiative designed to enable our employees to upskill one another and give them the knowledge, tools and confidence to challenge and guide our clients and suppliers to follow inclusion best-practice - to incorporate working parents as a featured segment.

Research by Bright Horizons and Working Families suggests that 78% of parents feel they are working beyond their contracted hours and 47% say that work restricts their ability to spend time reading or playing with their children. As a result, 48% report that work affects their relationship with their partner, too.

In response, we launched our 'Bring Your Kids to Work' days to enable Guidant Global parents of all genders to better balance their home/work life and to highlight how challenging work-life integration can often be for working parents.

2. Fully embraced truly flexible working across the business

At Guidant Global, we aim to be a truly inclusive business. As such, 82% of our people now have either formal or informal flexible working arrangements in place. Of the 94 people hired at Guidant Global in 2019, 43 (26 female and 17 male) were hired with flexible arrangements.

Such arrangements include compressed full-time hours, flexible start/finish times, as well as more conventional work-from-home arrangements. Employees are also encouraged to allocate one hour a week to an activity that makes a meaningful contribution to their lives - whether exercising, spending time with family, mindfulness or charity work.

Wherever possible, we also encourage clients to adopt similar approaches to workplace flexibility, particularly those that promote greater inclusivity.

3. Shared our diversity and inclusion expertise with the wider community

Guidant Global is further along the journey to a truly inclusive working environment than many other businesses, particularly in the recruitment industry. To encourage more organisations to follow in our footsteps, this year we set out to share our expertise.

As founding members of APSCo's Women in Recruitment, we continue to champion the case for gender equality in the recruitment sector - with our Global Marketing Director, Alexa Bradbury sitting as a central figure on the steering committee.

This year, we have also hosted diversity and inclusion workshops with our clients to educate, engage and change the way people think about D&I.

In July, Guidant Global hosted an event with John Lewis Partnership exploring how diversity and inclusion has a positive impact on business outcomes. Likewise, in December, we hosted a diverse and inclusive recruitment event alongside Wells Tobias that explored how equality-led recruitment practices can strengthen businesses and create teams that better reflect society.

How we are building an inclusive and diverse business

4. Promoted more women into senior leadership roles

In 2019, we promoted more women into senior leadership roles, including Karina Townley who was promoted from Head of Operations to Managing Director - Client Services EMEA. Since being promoted, Karina has featured in SIA's highly-renowned Global Power 150 - Women in Staffing 2019 list.

This year also saw women being promoted within our client services division, with both Kate Holthofer and Lucy Caruso promoted from Operations Directors to Head of Client Services, and Jade Lawrence promoted from Client Services Manager to Global Client Services Director.

To enable more women to follow in their footsteps, all four shared their career journeys to people within our business and to the wider world via the Guidant Global blog. Increasing the visibility of women in senior leadership positions and opening up the journeys taken to get there not only highlights the brilliant people within the business but also lays the groundwork for future generations to be inspired to break the glass ceiling.

5. Invested in building a culture of virtuosity

We continue to invest in our Virtuoso Managers programme, which recognises high-potential managers who make an outstanding contribution to their roles. In 2019, 15 managers went through the virtuoso programme - 12 female, and 3 male.

By spotting female high-performers today, nurturing their talent and advancing their managerial skills through our virtuoso programme, we are developing future leaders and ensuring that we continue to improve gender equality across every level of the business.

6. Continued to address unconscious bias

In 2019, we continued to roll out unconscious bias training across the business, starting with people working in candidate-facing recruitment roles. Instead of fixating solely on gender bias, these sessions incorporated every potential form of workplace bias.

Such sessions ensure that every candidate-facing Guidant Global employee is able to assess candidates on their strengths alone. The continued use and development of strength-based interviews works alongside this ongoing training, eliminating unconscious bias for both internal and client hires in the process.

7. Enabled our clients to build more inclusive workplaces by creating inclusive employer brands

Guidant Global advertise all client roles on a wide variety of inclusive recruitment channels to appeal to a diverse audience, with a particular emphasis on under-represented groups. These include Timewise (flexibility), Evenbreak (disability), Equal Approach (disability) and Offploy (ex-offenders.)

Across all job advertisements, we also routinely employ gender-neutral language and provide our clients with consistent diversity monitoring and reporting.

8. Became the first business to achieve Clear Assured Silver status

In 2019, Guidant Global became the first business to attain Clear Assured Silver status: a national accredited standard owned and developed by recognised D&I leaders The Clear Company.

This significant and exciting step was only achievable thanks to our collective passion for diversity and inclusion coupled with our determination to challenge antiquated (and potentially exclusionary) ways of thinking about different communities.



National Gender Pay Gap for UK in 2018:

<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2018>