



Introduction

We welcome the opportunity to share our gender pay gap as it will help us have more meaningful conversations with our people and our customers about equality, diversity and inclusion.

Guidant is part of the legal entity Carlisle Staffing Plc, which has an overall median gender pay gap of 1.96%.

In the interest of transparency, we have also chosen to report on Guidant's gender pay gap and that 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.

Taking Guidant alone, we have a median gender pay gap of 6.32%. Significantly below the national average of 17.9%.

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.

Amongst our salaried people where pay is under our direct control, we have a gender pay gap of -1.95%. This can be attributed to the fact we have a higher number of women in the upper pay grades, compared to men which has driven our gender pay gap, for our own people, in favour of women.

We are proud of the progress we have made on diversity and inclusion and understanding our gender pay gap drives us to do more. We are committed to improving the gender balance of our pay quartiles, which is key to tackling our gender pay gap.

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.

Simon Blockley

Chief Executive Officer,
Guidant Global



I confirm the information and data reported is accurate as of the snapshot date 5 April 2018.

A handwritten signature in black ink, appearing to read 'Julia'.

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. We have provided data on all of our permanent and temporary employees, as required by the regulation. Given we are a staffing business we have a very high number of temporary workers on our payrolls at any one time.

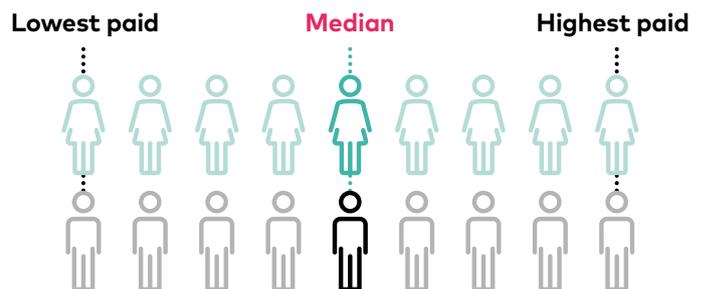
This number fluctuates depending on requirements from our clients, and typically the rate of pay that our temporary workers receive is decided by our clients. We have also reported on our permanent employees only and our temporary employees only.

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 at Impellam 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 2018

All UK employees, including temporary and permanent

Pay - hourly rate

Median

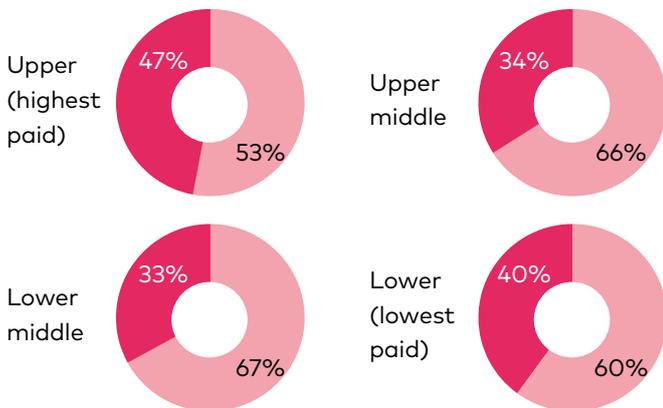
6.32%

Mean

19.95%

Proportion of employees according to quartile bands

● Male ● Female



Bonus pay difference between men and women

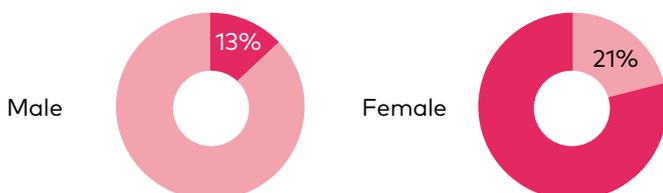
Median

-24.55%

Mean

47.85%

Percentage of males / females receiving a bonus payment



Did you know?

- The gender pay gap figures for all people employed by Guidant differs to our salaried staff, because on the snapshot date the majority of our employees were temporary – contracted to clients and being paid a set hourly rate, regardless of gender.
- The gap for our permanent employees is a minus figure of -1.95%, we recognise that a minus figure means we still have work to do to reduce our gap and maintain a figure of 0.00%.

Permanent employees only

Median / mean hourly pay gap	-1.95 / 3.34%
Median / mean bonus pay gap	19.70 / 56.78%
% males / females receiving a bonus payment	68.75 / 70.30%
Upper quartile (male / female %)	30.51 / 69.49%
Upper middle quartile (male / female %)	36.67 / 63.33%
Lower middle quartile (male / female %)	42.37 / 57.63%
Lower quartile (male / female %)	28.81 / 71.19%

Temporary employees only

Median / mean hourly pay gap	10.26 / 29.51%
Median / mean bonus pay gap	43.63 / 25.40%
% males / females receiving a bonus payment	5.20% / 5.76%
Upper quartile (male / female %)	53.60 / 46.40%
Upper middle quartile (male / female %)	36.00 / 64.00%
Lower middle quartile (male / female %)	35.20 / 64.80%
Lower quartile (male / female %)	37.60 / 62.40%

How we are building an inclusive and diverse business

We are working proactively with our clients and supply chain to improve gender inclusion and remove unconscious bias across all of our programmes, many of which include STEM talent. The following initiatives support our goals.

1. Using our INfluence

We are committed to driving cultural change from the inside out, and in 2018 we launched 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. We believe that building change into the very fabric of our organisation will help us to influence our clients and the wider recruitment industry to take similar positive action.

Gender inclusion has formed a key part of our INfluence programme, which was launched to coincide with International Women's Day on 8th March. We have set up an internal employee ambassador group for working parents, shared the career stories of female role models within our organisation, hosted a webinar on gender equality best practice and partnered with the Recruitment Employment Confederation to promote the results of their gender pay reporting. An REC interview with our UK Head of Client Services, Jacqui Pearce speaking on the role of good recruitment in driving gender diversity can be found [here](#). Our UK Head of Compliance & Operational Excellence, Claire Beasley was also invited to present at REC's Inclusive Recruitment Forum on the subject of gender inclusion earlier this year and further details can be found [here](#). Finally, our Chief Executive Officer, Simon Blockley recently presented INfluence to 100 senior HR representatives from some of the UK's leading organisations, at the Good Recruitment Benchmark Summit and hosted roundtables on the subject of driving an inclusive culture.

2. Building a culture of virtuosity

We continue to invest in our Virtuoso Managers programme, which recognises managers who make the difference. 25 of our managers have been through the programme in 2018, including 18 future-leadership potential females. We are also rolling out a new training initiative, Virtuoso People, which is a 2 day course for all Guidant Global people to drive our promise based culture and educate our employees on the fundamentals of promise based management, enabling them to overcome barriers and move their personal contributions from bold to breakthrough.

3. Addressing unconscious bias

All of our employees continue to have access to unconscious bias training via our online learning platform. We have also hosted several train the trainer sessions focussed on unconscious bias to ensure our recruiters are confident enough to offer similar training sessions to our clients. All employees in a recruiting role will be provided with further unconscious bias training in 2019.

4. Flexible working

We are in inclusive business and as such 82% of our employees now have either formal or informal flexible working arrangements in place. All Guidant Global roles are advertised as having the opportunity to work flexibly and we advertise all roles on a wide variety of recruitment channels including flexible working sites such as Timewise and Even Break. Wherever possible, we encourage our clients to adopt the same approach to promoting flexibility in the workplace.

How we are building an inclusive and diverse business

5. Skills based interviewing

In 2018 we moved away from a competency based interview model to a skills-based approach to interviewing. Our impartial, skills-based selection criteria is used to assess candidates against key strengths that are vital to the role our business rather than assessing people solely on their direct previous experience. This innovative approach to hiring helps to reduce unconscious bias and is especially beneficial for people returning to the workforce after a career break. All Guidant Global hiring managers have received training on our new skills-based model.

6. Career Paths and Career Academy

We have recently reviewed our Career Path model to ensure that it remains up to date and reflective of the increasingly diverse opportunities available to people within Guidant Global.

Our Career Academy continues to drive internal mobility and to help upskill employees in order to support their personal and career development by offering exposure to other opportunities throughout the organisation.

7. Women in Recruitment

As founding members of APSCo's Women in Recruitment, we continue to champion the case for gender equality throughout the recruitment sector. Our Global Marketing Director, Alexa Bradbury is a member of the Steering Committee and has provided several blogs to share for the Women in Recruitment website to our expertise on the subject, including:

- Writing Gender Neutral Job Ads
- Gender pay gap still a problem for UK recruitment sector but flexible work being embraced
- How to get promoted – 9 strategies for being brilliant

All employees are welcome to attend the Women in Recruitment events and make use of their resources provided throughout the year.

8. Employer Branding and Recruitment Marketing

We advertise all client roles on a wide variety of inclusive recruitment channels so as to appeal to a diverse audience with particular emphasis on under-represented groups. All advertisements use gender neutral language and we also provide our clients with diversity monitoring and reporting.

National Gender Pay Gap for UK in 2018:

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