

Tate



Gender Pay Gap Report

Introduction



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

Tate is part of the legal entity Carlisle Staffing Plc, which has an overall median gender pay gap of 0%.

In the interest of transparency, we have also chosen to report on Tate'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 Tate alone, we have a median gender pay gap of -7.28%. The majority of our people, both permanent and temporary, are women, which explains the gap in favour of women.

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 our median gender pay gap is 4.25%. This is because although the majority of our people are women, men hold the most senior roles. Our bonus pay gap is significantly in favour of women as it is mainly women in consultant roles that receive bonus payments as part of their incentivisation.

We are proud of the progress we have made on diversity and inclusion and understanding our gender pay gaps drives us to do more. We are committed to improving the gender balance of our senior management, 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.

David Clubb

Managing Director,
Tate

I confirm the information and data reported is accurate as of the snapshot date 5 April 2017.

A handwritten signature in black ink, appearing to read 'Julia Robertson', with a long horizontal flourish underneath.

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 doing 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.

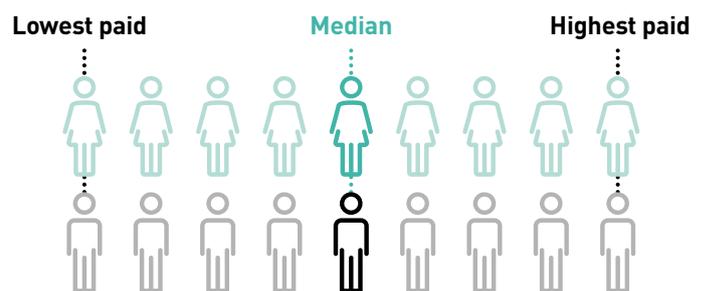
Given we are a staffing business we have a very high number of temporary workers on our payrolls at any one time. This number fluctuates depending on requirements from our clients, and typically the rate of pay that our temporary workers receive is decided by our clients. We have also reported on our 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 Tate 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 2017

All UK employees, including temporary and permanent

Pay - hourly rate

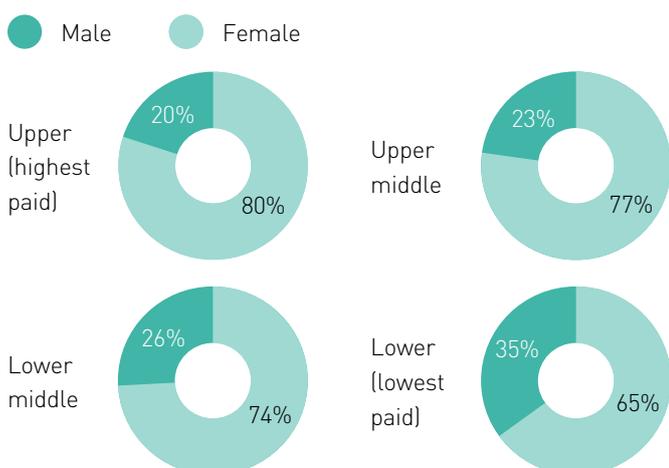
Median

-7.28%

Mean

-6.57%

Proportion of employees according to quartile bands



Bonus pay difference between men and women

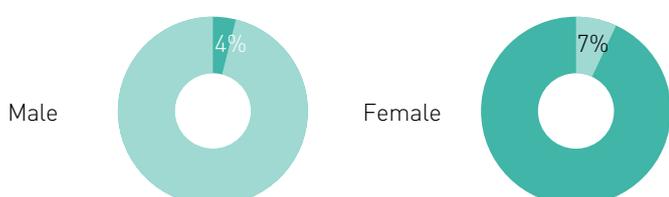
Median

-175.86%

Mean

-45.21%

Percentage of males / females receiving a bonus payment



Did you know?

- Tate's median gender pay gap is -7.28%. This is because the majority of our employees, both permanent and temporary, are women.
- While we have more women than men across our employees, men tend to hold the most senior positions. This gives us a pay gap of 4.25% among our permanent employees.
- As the majority of our employees are women and many have bonus schemes as part of their incentivisation, we have a bonus pay gap in favour of women.

Permanent employees only

Median / mean hourly pay gap	4.25 / 14.40%
Median / mean bonus pay gap	-31.29 / -9.37%
% males / females receiving a bonus payment	75.00 / 80.00%
Upper quartile (male / female %)	21.21 / 78.79%
Upper middle quartile (male / female %)	14.71 / 85.29%
Lower middle quartile (male / female %)	2.94 / 97.06%
Lower quartile (male / female %)	30.30 / 69.70%

Temporary employees only

Median / mean hourly pay gap	-3.00 / -5.23%
Median / mean bonus pay gap	7.14 / 8.51%
% males / females receiving a bonus payment	2.29 / 2.65%
Upper quartile (male / female %)	20.88 / 79.12%
Upper middle quartile (male / female %)	27.42 / 72.58%
Lower middle quartile (male / female %)	26.61 / 73.39%
Lower quartile (male / female %)	33.33 / 66.67%

How we are building an inclusive business

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

1. We support a Diversity and Inclusion Network

As part of the Impellam Group, 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 Virtuosity

We continue to invest in our Virtuoso 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 on Virtuosity is central to our strategy and frees our managers from conventional thinking so they see new possibilities, enabling our people to realise their full potential and to 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 work and home working. We hold conversations with managers through Open Blend, our coaching and development platform, 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.



Tate