

Tate

Gender Pay Gap Report



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.

Tate 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 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 -4.74%.

The majority of our people, both permanent and temporary, are women which has impacted our Gender Pay Gap.

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, I am extremely proud that our median gender pay gap is 0%.

Our bonus pay gap is significantly in favour of women for our permanent employees, as it is mainly women in consultant roles that receive bonus payments as part of their incentive.

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 2018.

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

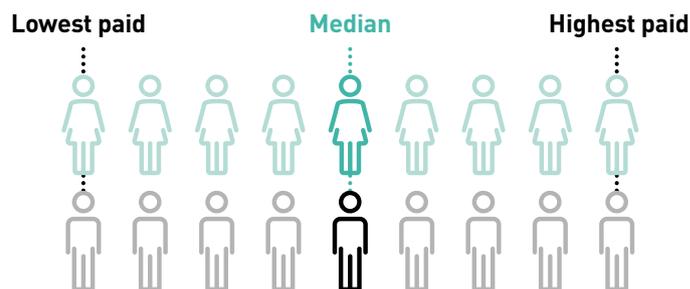
This number fluctuates depending on requirements from our clients, and typically the rate of pay that our temporary workers receive is decided by our clients. We have also reported on our permanent employees only and our temporary employees only.

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

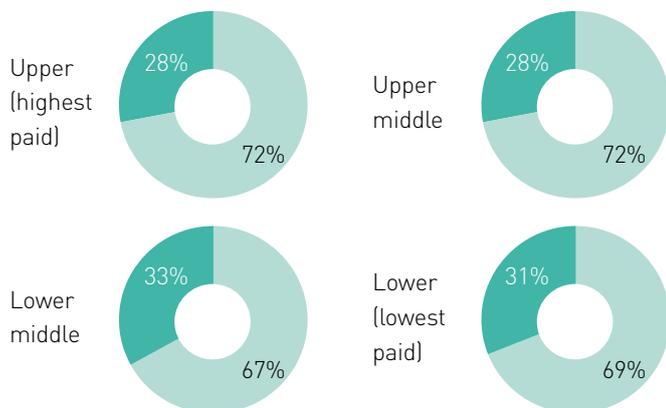
-4.74%

Mean

-4.85%

Proportion of employees according to quartile bands

● Male ● Female



Bonus pay difference between men and women

Median

10.13%

Mean

-24.49%

Percentage of males / females receiving a bonus payment



Did you know?

- Tate's overall median gender pay gap is -4.74%, which is much lower than the UK average of 17.9%.
- The gap for our permanent employees is 0%.
- As the majority of our employees are women and many have bonus schemes as part of their incentive package, we have a bonus pay gap in favour of women for our permanent employees.

Permanent employees only

Median / mean hourly pay gap:	0.00 / -3.56%
Median / mean bonus pay gap	-2.61 / -7.52%
% males / females receiving a bonus payment	70.97 / 78.50%
Upper quartile (male / female %)	17.65 / 82.35%
Upper middle quartile (male / female %)	25.71 / 74.29%
Lower middle quartile (male / female %)	26.47 / 73.53%
Lower quartile (male / female %)	17.65 / 82.35%

Temporary employees only

Median / mean hourly pay gap	-1.79 / 2.96%
Median / mean bonus pay gap	0.00 / -339.37%
% males / females receiving a bonus payment	0.89% / 1.02%
Upper quartile (male / female %)	31.98 / 68.02%
Upper middle quartile (male / female %)	28.63 / 71.37%
Lower middle quartile (male / female %)	32.66 / 67.34%
Lower quartile (male / female %)	31.17 / 68.83%

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 has local initiatives suited to their businesses and sectors, in addition to the following shared Group-wide initiatives:

1. Creating a Diversity and Inclusion Network

We bring people together from across our brands and geographies who share a purpose to foster an inclusive and diverse workforce at Impellam by encouraging positive conversations that drive clear action.

2. Developing 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.

3. Unconscious bias training

All Impellam people have access to training via our online learning system so that they understand more about themselves and their unconscious thinking which may affect interactions with their colleagues, customers and candidates. We also offer this training to our customers as and when appropriate.

4. Using Open Blend to facilitate conversations around flexible working

Open Blend is an online coaching and development platform that provides our managers with the skills needed to facilitate open and effective conversations with their teams. Open Blend enables us to work with our people to really understand what is important to them in all aspects of their lives, by addressing the whole person we will create a more engaged, productive workforce that allows our people to be the best versions of themselves.





National Gender Pay Gap for UK in 2018:

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