

Tate

# Gender Pay Gap Report



# Introduction



**David Clubb**  
Managing Director,  
**Tate**

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 -4.88%. In the interest of transparency, we have also chosen to report on Tate's gender pay gap separately 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](http://impellam.com).

Taking Tate alone, we have a median gender pay gap of -5.00%. 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, our median gender pay gap is -17.20%. 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 have explored the key factors and influences on our data within our business context section of this report and whilst we have a negative Gender Pay Gap in favour of women - the ultimate goal is of course, 0%. We are committed to improving equal opportunities in the workplace, which plays a part in tackling the 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.

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

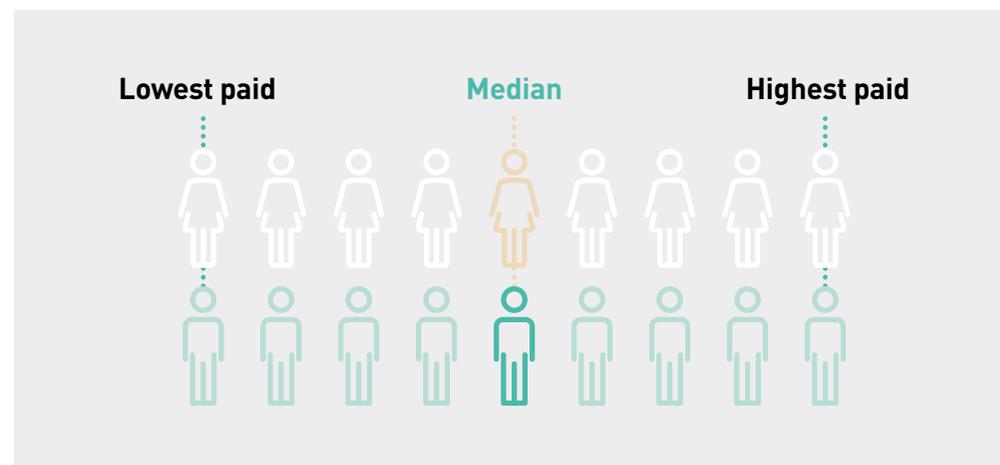
Under the UK Government's new Gender Pay Gap regulation, companies need to report their gender pay gap for all legal entities in Great Britain with more than 250 employees. Carlisle staffing has provided reports for its 2 legal entities in the UK that fulfil this criteria.

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, 59.87% 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



## 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 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.

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 are an award-winning recruitment consultancy, providing high-calibre candidates for office support and specialist roles on a temporary and permanent basis. We recruit for a wide range of positions – everyone from HR managers, marketing specialists and executive PAs to administrators, call centre staff and receptionists. With branches across the UK, and a client list that includes multinationals and local firms.

## The gender make-up of our workforce

In 2018, the Gender Pay Gap for Administrative and secretarial occupations in the UK overall was 4.9%, already very low in stark contrast to that of other sectors like Construction. However, our Median Gender Pay Gap and Bonus Gender Pay Gap derives from the gender imbalance within our permanent and temporary workforce.

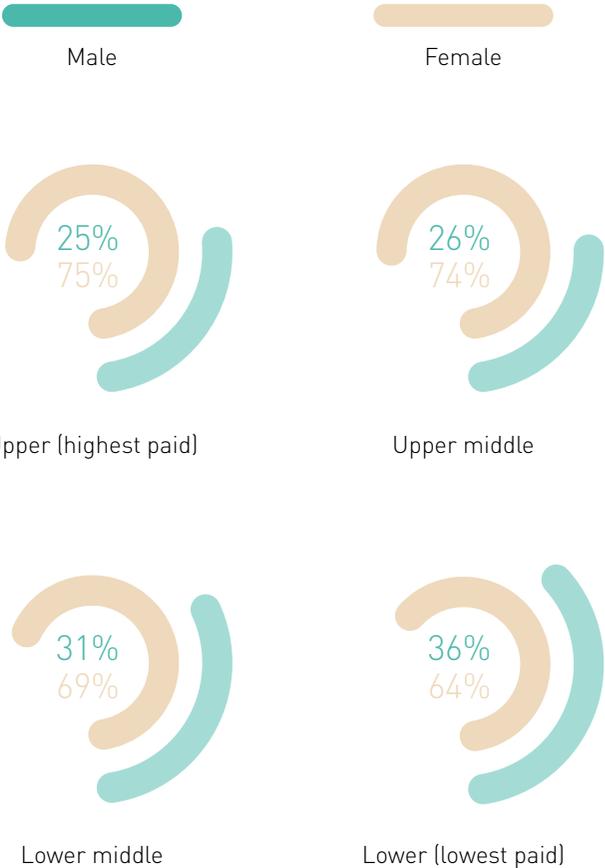
Women are higher represented across all pay quartiles substantially and is the primary reason for our negative Gender Pay Gap. Our own permanent employees made up 13.86% of the relevant full pay employees included in our gender pay calculations on 5th April 2019. Overall, our workforce on the snapshot date was 70.53% women.

## Pay rates of our customers

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 but can impact our overall results significantly. Therefore, we have also broken down our pay by permanent members of staff to illustrate.

# Our figures for 2019

Proportion of employees according to quartile bands



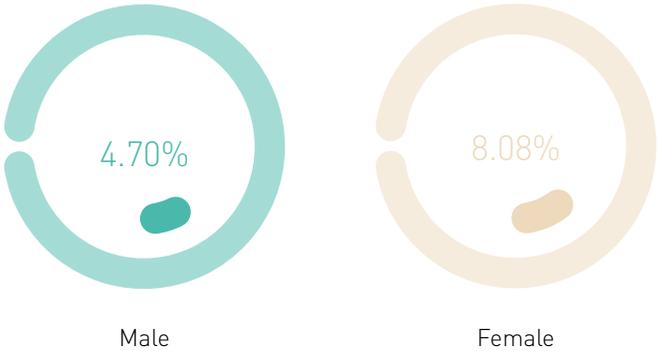
All UK employees, including temporary and permanent



Bonus pay difference between men and women



Percentage of males / females receiving a bonus



# Our figures for 2019

## Did you know?

- Tate's overall median gender pay gap is -5%, which is much lower than the UK average of 17.3%.
- 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	<b>-17.20 / 1.77%</b>
Median / mean bonus pay gap	<b>-84.51 / -33.07%</b>
% males / females receiving a bonus payment	<b>59.18 / 69.88%</b>
Upper quartile (male / female %)	<b>24.24 / 75.76%</b>
Upper middle quartile (male / female %)	<b>18.18 / 81.82%</b>
Lower middle quartile (male / female %)	<b>15.63 / 84.38%</b>
Lower quartile (male / female %)	<b>40.63 / 59.38%</b>

## Temporary employees only

Median / mean hourly pay gap	<b>0.00 / -1.49%</b>
Median / mean bonus pay gap	<b>0.00 / -353.11%</b>
% males / females receiving a bonus payment	<b>1.08 / 0.91%</b>
Upper quartile (male / female %)	<b>27.88 / 72.12%</b>
Upper middle quartile (male / female %)	<b>37.20 / 62.80%</b>
Lower middle quartile (male / female %)	<b>21.36 / 78.64%</b>
Lower quartile (male / female %)	<b>34.47 / 65.53%</b>

# 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. 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; 100% of our current cohort are women. 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.

## 2. 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.

## 3. 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.

At Tate, we are committed to educating ourselves and our clients on how to develop equal opportunities in the workplace, meaning and belonging for all employees and an inclusive approach to hiring – removing bias.

## 1. Holding free seminars for our clients on belonging and meaning in the workplace

Our seminars cover practical ways of how to implement a culture of belonging in the workplace with tangible takeaways for our clients to execute. We have also connected with guest speakers to attend our events, who are involved in supporting employees on their journey of creating an inclusive working environment.

## 2. Supporting clients in having a balanced gender and diverse employee base

We work with clients to ensure we attract and recruit candidates from diverse backgrounds and promote gender equality amongst all levels within organisations. One example is working with our client to ensure they hold a gender equality leadership team, shifting from what was previously male orientated. Our inclusive approach to hiring ensures we attract diverse candidates by our job advert style and choice of advertisement platforms. This will continue to be developed and enhanced in 2020.

Tate