



Staffline

Gender Pay Gap
Report 2017

Welcome to our 2017 Gender Pay Gap Report

Staffline believes in being an inclusive and diverse organisation where anyone can reach their full potential.



Whilst our two main companies, Staffline Recruitment Limited and PeoplePlus Group Limited, are required by law to report their Gender Pay Gap, we feel it important to report on the Staffline Group plc (“Staffline”) overall gap too. The results below aggregate both of these companies with the addition of some of our smaller business areas, and includes our employees in Ireland, both Northern Ireland and the Republic.

At Staffline we want to ensure everyone is rewarded fairly for their work and enjoys the same access to all opportunities. Ensuring we encourage career progression for all colleagues in our business, regardless of gender, has always been, and remains at the heart of our leadership team’s agenda. All our employees are important to us and play a vital role in support of our purpose to help people be the best they can be. We remain committed to attracting and retaining the very best talent to the business and ensuring that gender is never a factor in decisions.

Being a truly diverse and inclusive company is not only the right thing to do, it is crucial to helping us grow, attract talent and engage with our customers. We believe that having an inclusive workforce, which represents society, is crucial to our long-term success.

Chris Pullen
Chief Executive Officer
28 February 2018

What is Gender Pay Gap?



The UK government has introduced a requirement on all employers to publish their gender pay gap by April 2018, based on data at the end of April 2017. The new government reporting rules require us to identify differences in pay between male and female colleagues across the entire workforce regardless of job role.

The gender pay gap measures the difference between men and women's average earnings per hour and is expressed as a percentage of men's pay. According to the Office for National Statistics, the overall UK gender pay gap is currently 18.1%. Our mean Gender Pay Gap is only 3.3%. This is not the same as an "equal pay gap" which measures the pay for males and females doing the same work. At Staffline we are confident that men and women are paid equally for doing equivalent jobs across our business.

The causes of a gender pay gap can be a complex and shifting mix of factors including work, society and family, but by monitoring the pay gap between men and women we can better understand the gap and so target action to reduce it.

Mean Gender Pay Gap

3.3%



Our group findings

On 5th April 2017, in total Staffline employed c2,500 monthly paid permanent employees and c41,700 weekly paid temporary contractors. Overall, amalgamating all business areas and including our temporary workforce, our mean Gender Pay Gap is only 3.3%.

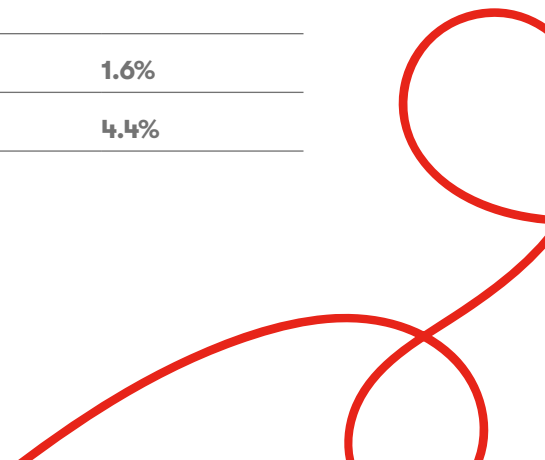
These results are affected by 94% of employees being contractors. 64% of our contractors are male and 36% female. On their own, the temporary workers mean Gender Pay Gap is 6.1% and none receive any bonus. All are paid the same hourly rate for the same work, irrespective of gender. However, the small gap is explained by those workers involved in the higher paid Driving sector being predominantly male.

In the opinion of the Directors, it is more meaningful to report data for the permanent employees only.

For this group of employees, the mean Gender Pay Gap is 16.4%, with the proportion of males and females receiving a bonus only differing by 1.0%. Overall full results can be summarised as follows:

Gender pay data from Recruitment and PeoplePlus divisions

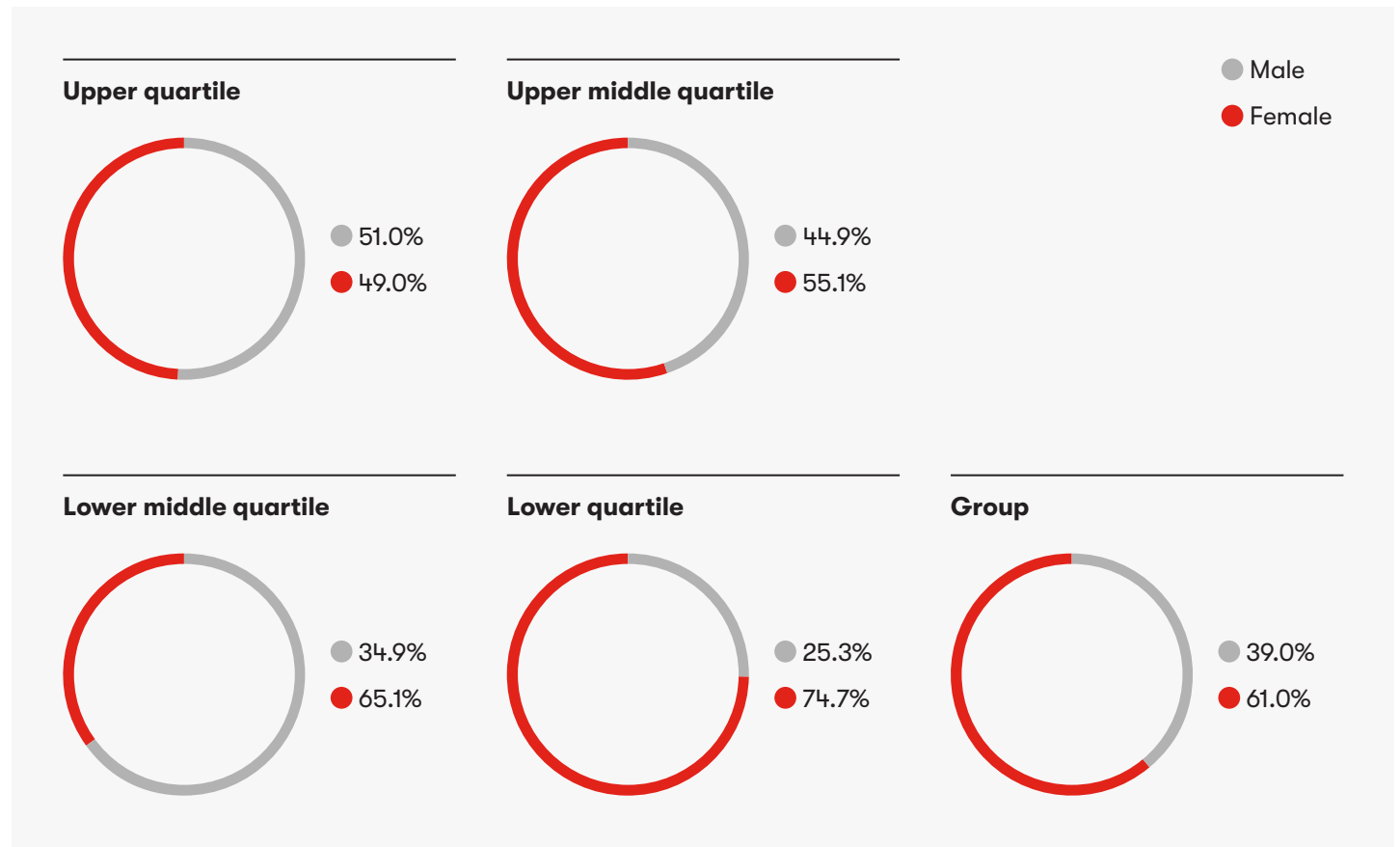
	Permanent	Contractors	Total
Mean gender pay gap	16.4%	6.1%	3.3%
Median gender pay gap	12.2%	4.0%	1.8%
Mean gender bonus gap	44.6%	n/a	
Median gender bonus gap	37.8%	n/a	
% male employees receiving a bonus	47.0%	—	1.6%
% female employees receiving a bonus	46.0%	—	4.4%



Population by pay quartiles

Gender distribution, permanent employees only

These quartiles represent the pay rates from the lowest to the highest for our employees split into four equal sized groups, with percentage of men and women in each quartile. In total, 61% of our permanent employees are female.



Rate of pay per hour

Permanent employees only

Our mean gender pay gap is 16.4%. While our mean gender pay gap is below the UK average of 18.1%, we still recognise that this, in line with other UK companies, is largely attributable to the fact that more male colleagues are working in our senior roles. This is shown in the chart above which ranks all our colleagues pay from lowest to highest and then divides it into four equal groups with the first group (Quartile 1) being the lowest paid. This analysis shows that there are proportionally more male colleagues than female colleagues in the highest paid quartile.

Bonus pay

Permanent employees only

Every colleague has a part to play in contributing to Staffline's success and we believe it is important that everyone is rewarded fairly for the performance of our business. Overall the % of males and females that received a bonus was virtually identical, at 47.0% and 46.0% respectively.

Our mean gender bonus pay gap however is 44.6%, which is a reflection of the fact that there are currently a higher proportion of male colleagues in senior roles within the Staffline Group.

Bridging the gap

This information in our report supports us in proactively managing our female talent pipeline.

Staffline has always been a place for people to get on in their career, regardless of their gender, background or education. However, there is still more we can do to help reduce the gender pay gap across our business.

Over the last few months we have launched a development programme for our managers, "LEAP" (Learn, Engage, Apply, Perform), which has attracted many of our female managers to take part. We will be making these opportunities open to more female managers over the next 12 months as well as developing a mentoring programme for our female leaders. We are confident that these initiatives will support the career development of our female workforce and, to enhance this further, we will be reviewing our recruitment processes in order to attract more female candidates to apply for our management positions.

Whilst flexible working can be seen as a solution already in place in our PeoplePlus business, we need to look at creative solutions to maximise this in our Recruitment business.

We are really proud of our record on gender diversity but we know that there is more to do. We are determined to use our scale to make a real difference, whether it be through our recruitment practices or through progressive employee practices. It is only by approaching diversity with concerted and continuous action that we can achieve gender balance in our business.

% of males receiving a bonus

47.0%

% of females receiving a bonus

46.0%

Mean gender pay gap

16.4%

Median gender pay gap

12.2%

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