

blueArrow Gender Pay Gap Report



Introduction



Andy Hart
Managing Director,
Blue Arrow

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.

Blue Arrow has a median gender pay gap of 8.07% (last year - 6.86%).

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 9.21%, an improvement on last year's figure of 12.22%

The overall bonus pay gap is significantly in favour of men and can be correlated in part to a dominance of men in the upper quartile.

We have explored the key factors and influences on our data within Our Business Context section and whilst we have improved the headline figures under our control with our permanent median gender pay gap, we are committed to working with our customers to improving the gender balance for our candidates across the pay quartiles. I will also be reviewing our bonus payment structure.

This report outlines more detail the context and subsequent impacts on our business and 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. Impellam Group has provided reports for its 11 legal entities in the UK that fulfil this criteria.

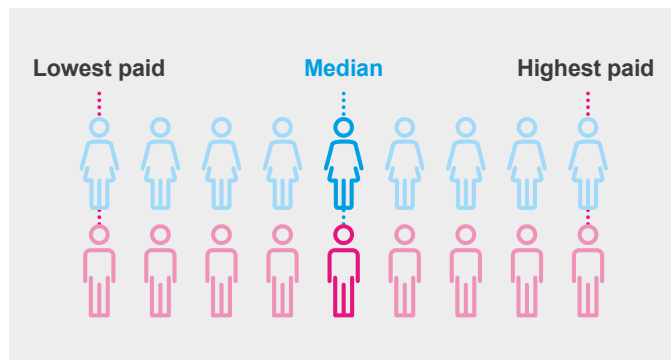
Links to these are provided at the end of the document.

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, 41.26% 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

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

As one of the UK's largest and earliest specialist staffing companies, we place nearly 70000 people in Admin, Call Centre, Driving, Warehouse and Catering at any one time, we employ thousands of workers on behalf of our clients.

The make-up of our workforce

Our own permanent employees made up 58.73% of the relevant full pay employees included in our gender pay calculations on 5th April 2019. Of our permanent employees, men occupied a larger proportion of all pay quartiles and has resulted in a negative effect on our bonus pay gap as those in the upper quartiles have the potential to obtain a higher bonus. Of our permanent employees, 66.24% are women.

The pay of our workers

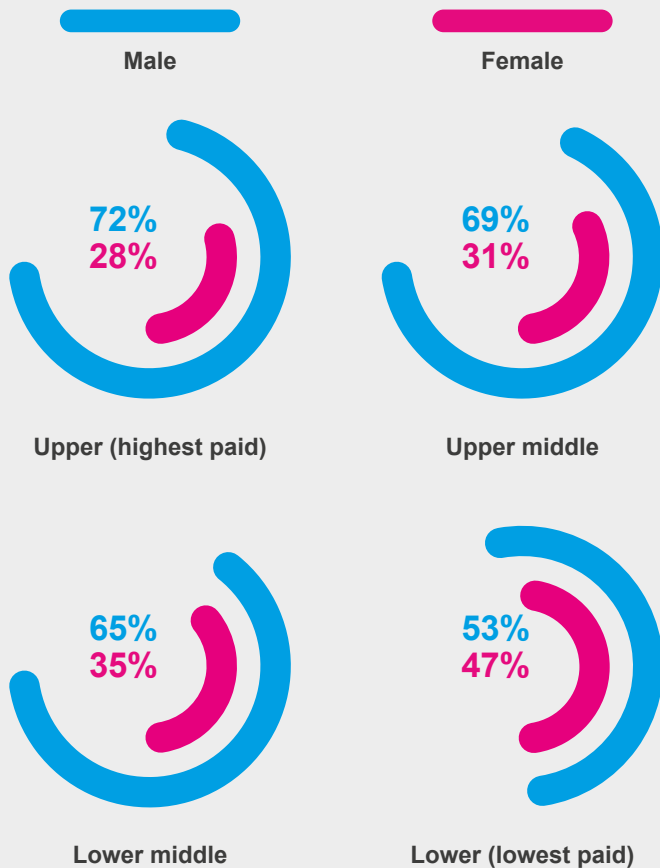
Included within our overall calculation is the pay of our temporary workers. The pay rates of these workers are very broad and are usually set by the client. They vary depending on the type of role, the level, and the industry. At the time of the snapshot date 41% were temporary workers whose pay structure and rate is set by the client, which largely impacts our overall figures. This, in combination with representation across the pay quartiles on the date of the snapshot has had a significant impact to our Bonus Pay Gap.

Variations in working practices and demographic trends

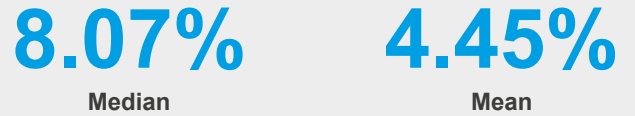
As we represent so many sectors, there are variations in how people are paid – some have low gender pay gaps as hourly pay rates are fixed so are not influenced by gender-based factors; some attract high bonuses, and some have more men in higher paid roles.

Our figures for 2019

Proportion of employees according to quartile bands



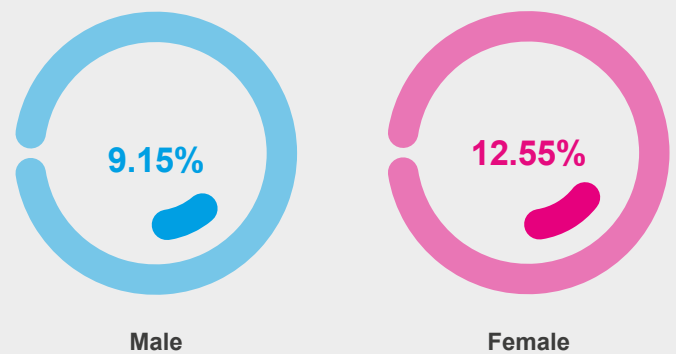
All UK employees, including temporary and permanent



Bonus pay difference between men and women



Percentage of males / females receiving a bonus



Permanent employees only

Median / mean hourly pay gap	9.21 / 12.72%
Median / mean bonus pay gap	46.56 / 30.94%
% males / females receiving a bonus payment	82.86 / 78.25%
Upper quartile (male / female %)	45.60 / 54.40%
Upper middle quartile (male / female %)	36.00 / 64.00%
Lower middle quartile (male / female %)	32.80 / 67.20%
Lower quartile (male / female %)	28.00 / 72.00%

Temporary employees only

Median / mean hourly pay gap	9.34 / 4.45%
Median / mean bonus pay gap	-51.57 / -19.13%
% males / females receiving a bonus payment	7.84 / 8.32%
Upper quartile (male / female %)	77.75 / 22.25%
Upper middle quartile (male / female %)	67.19 / 32.81%
Lower middle quartile (male / female %)	65.27 / 34.73%
Lower quartile (male / female %)	52.96 / 47.04%

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 - 51% 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.

National Gender Pay Gap for UK in 2018:

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