



blueArrow

# Gender pay gap report Blue Arrow | 2021

# Foreword

We welcome the opportunity to report on our gender pay gap figures each year, it helps us assess the ongoing impact of our action plans and the effectiveness of our Gender Equality strategy by enabling us to monitor trends, identify patterns, and demonstrate progress.

Traditionally, reporting regulations require the overall gender pay gaps in an organisation to be calculated using 'full-pay relevant employees'. This definition excludes employees who are being paid at a reduced rate or not being paid at all. In a usual year for example, these might be employees absent due to sickness being paid at a reduced rate or taking an unpaid period of family leave e.g. paternity leave.

This year, we have been instructed to adjust how we calculate our figures due to the impact of Covid-19 on the workplace and the effect the Coronavirus Job Retention Scheme may have had on employees that would otherwise have been classed as 'full pay relevant employees'.

Guidance from the Government Equalities Office states that employees who were on the Coronavirus Job Retention Scheme who received less than full pay – which, where relevant, include temporary workers we place with our customers - must be excluded from the gender pay gap calculations.

As a result, we have removed a significant number of staff from our calculations that would otherwise be included, and this has distorted our figures substantially.

As of August 14 2021, approximately 11.6 million jobs with 1.3 million different employers were furloughed in the United Kingdom. The day with the most jobs furloughed at once was 8th May 2020, with 8.86 million jobs registered with the job retention scheme.

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Given that women were the majority of furloughed workers in every UK region except the West Midlands<sup>2</sup> and in combination with our business context - we are a staffing business with a high number of temporary employees on our payrolls that are placed with companies that may have had to furlough their staff – the changes to how we calculate our gender pay gap figures means we cannot effectively compare to previous years or provide any meaningful insight into pay trends based on these figures alone.

The Government Equalities Office advice effects three core components of our regular reporting:

- the average (mean) gender pay gap in terms of hourly pay
- the median gender pay gap in hourly pay
- the calculation of the percentage of men and women in each hourly pay quartile

Nevertheless, it is important to note that Gender Pay Gap reporting is just one component of our work underway to achieve gender equality. We continue to develop our Gender Equality strategy as a key pillar of our wider Equality, Diversity and Inclusion initiative, ranging from evolving Talent Acquisition strategies, better data and reporting; to adopting working models such as blended working.

Gender inequality is an issue that cannot be tackled by businesses alone and will require society as a whole to address the wider social and economic causes of gender imbalance. We continue to partner with external organisations such as the Employers Network for Equality and Inclusion to evaluate our Gender Equality strategy and the role we play in the wider effort of the UK to reduce the gender pay gap.

We look forward to the opportunity to report fully next year.

Andy Hart  
Managing Director

# 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.

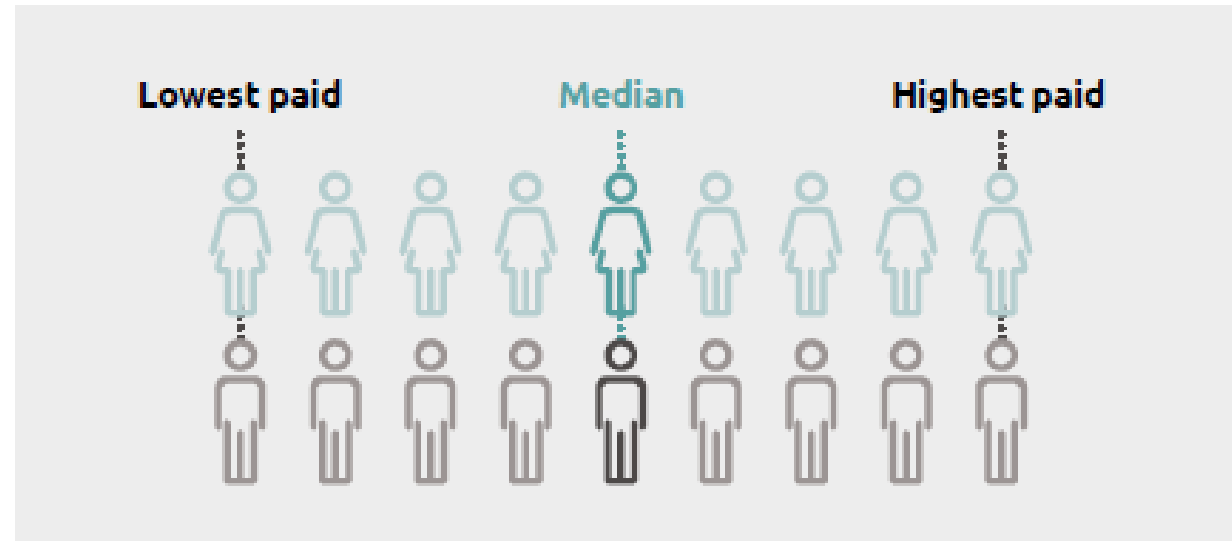
## How we calculated our numbers

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 2 legal entities in the UK that fulfil these criteria..

We have included the combined gender pay data for all 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.

## 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 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 the hourly pay rates for all 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 figures for 2021

## All UK employees, including temporary and permanent

**3.9%**      **-0.4%**

**Median**      **Mean**

## Bonus pay difference between men and women

**0.2%**      **-42.1%**

**Median**      **Mean**

## Proportion of employees according to quartile bands

Quartile	Female	Male
Upper (highest paid)	30.8%	69.2%
Upper middle	32.7%	67.3%
Lower middle	35.0%	65.0%
Lower (lowest paid)	40.9%	59.1%

## Percentage of males/females receiving a bonus payment

**8.8%**      **7.7%**

**Female**      **Male**

# What we are doing as a business

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

## **We support a Diversity and Inclusion Network**

We participate actively in Impellam Group's Diversity and Inclusion network which fosters an inclusive and diverse workforce by encouraging positive conversations that drive clear action.

## **We are building a culture of Virtuosity**

We continue to invest in our Virtuoso strategy which recognises that it is our people who make the difference in building trust, relationships and better futures for our clients and our people. Our 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.

## **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.

## **We facilitate conversations around flexible working**

We are an inclusive business, and we encourage flexibility, including part-time work and hybrid working. We hold conversations with our people 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.