



# WILSON JAMES GENDER PAY GAP REPORT

2024 - 2025

# Foreword

This has been another year of clear progress. I am proud that we are reporting further reductions in our gender pay gap and an increase in the proportion of women getting a bonus for the fourth successive year, as well as other measurable improvements such as a further increase in the proportion of women in senior positions.

It's also been a year in which we have seen a continued rise in the profile of our work to make our workplace truly inclusive for women – our Gender network has been at the heart of our progress.

Inclusion is key to our business success. Closing our gender pay gap is key to this but it's methodical work, especially given the sectors where we work and with women making up just a quarter of our workforce. We know that our low maternity return rate still requires progress and that we have to continue to develop policies which make it more possible for women to make a full career with Wilson James. But an improvement in our gender pay gap to under 5% this year does reflect continued change.

Our Gender network has been raising interest, winning senior support and delivering a programme of events which has generated enthusiasm and commitment.

In support of International Women's Day 2025, I shared my personal journey within the Security Industry at the IPSA International Women's Day event. The audience also heard from a courageous survivor of domestic abuse, whose story of bravery highlighted the true meaning behind IWD. Internally, we shone a spotlight on some of our brilliant female colleagues who are shaping our business and our industries through five mini-episodes of our Women of Wilson James series.

The Menopause day webinar was a stand out event which set a new standard for our network. And our Women in Nuclear group at Hinkley has started a conversation about the opportunities for women in what has been a traditionally male dominated sector. We remain proud of our work on Violence against Women and Girls and continue to advance this agenda with Board support.

There's lots to do. The Gender network is doing a brilliant job at spotting opportunity and creating the inclusive atmosphere that we want. We know that we have to keep planning and delivering on our promises. We are committed to doing this – and my thanks to all our supporters who are making it all possible!



**Maya Jani**

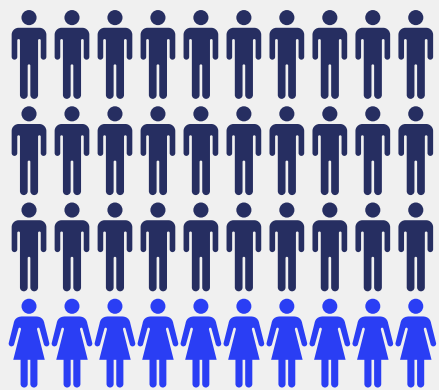
Executive Director, Business Improvement  
Executive Sponsor, Gender Network

# Wilson James Gender Pay Gap for 2024-2025

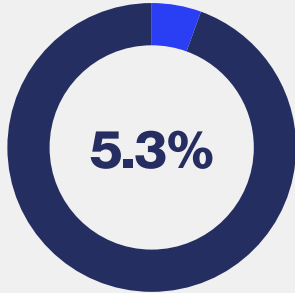
Gender pay gap is the difference between the hourly pay for men and women regardless of the work they do. Gender pay is not the same as equal pay. Wilson James is committed to equal pay and to paying men and women equally for doing work of equal value.

Our profile by quartile shows that the proportion of women in the lowest quartile remains low at 19% with an increase in the proportion of women in the lower middle quartile from 22% to 24%. The proportion of women in the upper middle quartile has remained strong at 28% but there has been a reduction in the proportion in the upper quartile, down from 29% to 27%.

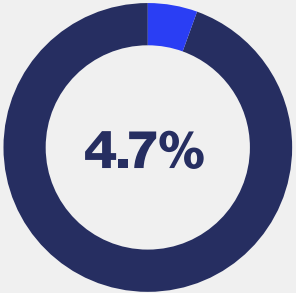
Our overall workforce profile is:



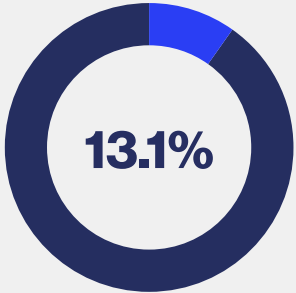
**25%**  
Female  
**75%**  
Male



Our Mean Gender Pay Gap is 5.3%

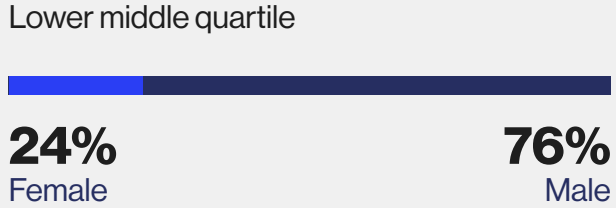
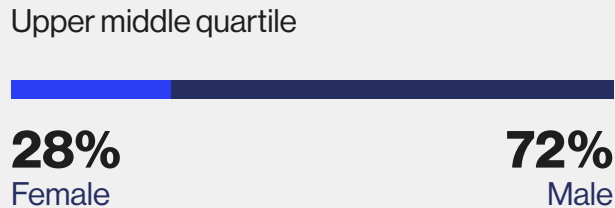


Our Median Gender Pay Gap is 4.7%



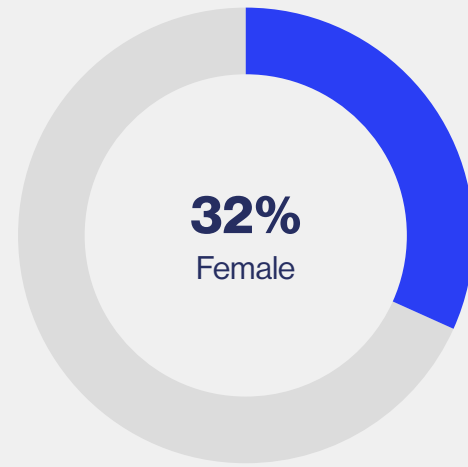
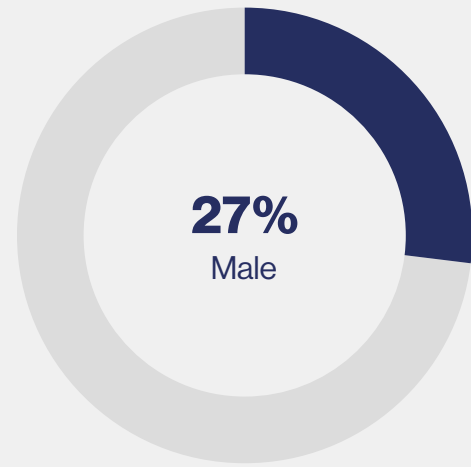
The UK Median Gender Pay Gap is 13.1%

Our profile by quartile:

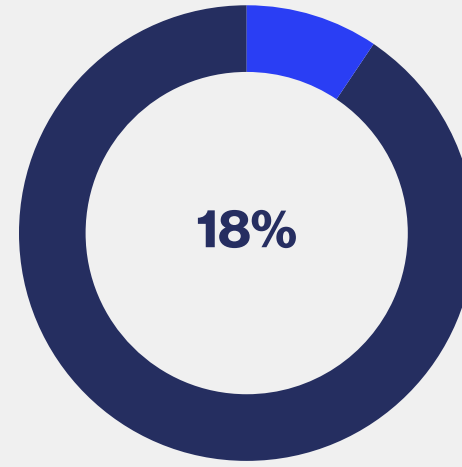


# Wilson James Gender Bonus Gap

The proportion of men and women receiving bonus is:



Our mean bonus gap is:



This year the proportion of women receiving a bonus has risen again to 38%, a fourth successive rise from 6% in 2021 and 32% last year, The mean bonus gap has, however, risen from 14% last year to 18%. The gap in mean bonus is largely driven by bonus schemes in our Security sector where the workforce is significantly male dominated.

Women joining the security team have exactly the same access to the bonus scheme as men.

We continue to encourage more women to join all sectors of our workforce especially in our Security, Construction Logistics and Nuclear & Infrastructure sectors which are traditionally male dominated.

Representation of women at board level in Wilson James is now at:

**45%**

# Reviewing Our Action Plan



01

Increase the representation of women at every level of our organisation.



03

Revise and enhance our Employee Value Proposition, recruitment processes, performance management, career paths, talent deal and succession planning policy and practice to ensure that they support men and women to achieve their career potential and balance their professional and personal lives.



02

Increase the number of women in the upper quartile of each level and particularly at the highest level.



04

Revise and enhance our data capture and monitoring capability and increase regular employee listening and survey opportunities to build an enhanced employee measurement framework.



We have revised our Inclusion Strategic Framework this year to provide increased focus and make the best of the developing maturity of our Inclusion programme of work. It's built around our original four people networks of LGBTI, Disability, Race and Gender, now joined by a Veterans' network – taken together, they are all generating commitment and ideas. The framework's four principles define responsibility for taking the work forward and these cover Inclusive Recruitment, Service Delivery, Development and Culture – each one impacts our plans to make our workplace more inclusive for women. The framework details measurable actions for each network and principle, and we can see our plans progressing.

While overall representation of women in the workforce remains at a quarter (Objective 1), the shift away from the lower quartiles is holding up and we have seen a further increase in the percentage of women in Board and senior positions – and expect this to continue. Increasing the number of women in the upper quartile of each level (Objective 2) remains challenging for us to measure – but we keep sight on it as a key goal to achieve 'pull through' from one level to the next.

We have now deployed our first learning pathway (Objective 3) to managers through our WJ iLearn Learning Management System alongside a pilot appraisal process. Able to reach the whole workforce including our agency colleagues, WJ iLearn has now engaged 78% of our colleagues, some following learning programmes required for their role but many taking the opportunity to use the wide range of personal development resources provided. This is the beginning of delivering on our ambition for a culture which develops to drive forward opportunity, difference and inclusion.

The transformational impact on our data capture and monitoring capability of the WJ Business Cloud (Objective 4) has continued – but there remains much potential and the more progress we make, the more we see opportunity for further development. Our focus in 2025 is on development of the quality and accuracy of our Inclusion data so that we are ready to meet expected legislative requirements as well as better equipped to bring a more data driven approach to everything that we do around Inclusion. It's an exciting stage and we remain committed to an approach which combines planned method alongside the energy and enthusiasm of our networks.



**Nick Channer**

Chief of Staff

# Glossary

## **Equality**

is ensuring individuals or groups of individuals are treated fairly regardless of their protected characteristics.

## **Equity**

is about making sure that all are given equal access to opportunities.

## **Diversity**

is what makes us different. Age, gender, ethnicity, religion, disability, sexual orientation, education, national background and life experiences, are all examples of differences.

## **Inclusion**

is what allows us to ensure that diversity is embraced – it is not enough just to recognise it. Inclusion harnesses and celebrates our diversity to the benefit and greater good of Wilson James, our colleagues and the wider industry.

## **Gender Pay Gaps**

show the difference in average earnings for men and average earnings for women, across the whole of an organisation. They are expressed in terms of a comparison between one group and another's average hourly rates of pay.

## **Gender bonus pay gaps**

show the difference in average annual bonus payments for men and average bonus payments for women, across the whole organisation. They are expressed in terms of a comparison between one group and another's average annual bonus payment.

## **Equal pay**

means that individual men and women must get the same pay for doing equal work. The right to equal pay has been a contractual right under UK law since the 1970s. Under the Equality Act 2010 it is also unlawful to discriminate (both directly and indirectly) against employees because of their race.

## **Mean average**

is the total sum of all payments divided by the total number of employees.

## **Median average**

is the midpoint of the set of data.

# Calculations

## How is the pay gap calculated?

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Imagine our male colleagues lined up in a row from the lowest paid to the highest paid on one side of the road and female colleagues lined up in the same way on the other side. The pay of the male colleague in the middle is the median male.

The pay of the female colleague in the middle is the median female. The median pay gap is the difference between the pay of the middle male colleague and the middle female colleague. With the mean gender pay gap we take the average pay of all of our male colleagues and compare this to the average pay of all of our female colleagues.



= The outline figure is the median male



= The outline figure is the median female



/5 = Mean male pay



/5 = Mean female pay

## How is the bonus gap calculated?

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We calculate the bonus gap using the actual bonus paid to colleagues across the business. The calculation does not make allowance for bonus payments that are pro-rated for part-time hours. This means, if more women than men work part time, the gender bonus gap will mathematically be wider even if all other factors are the same.

If you have any questions regarding our Gender  
Pay Gap Report please contact:

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