



# GENDER PAY GAP REPORT

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2021

## FOREWORD – GEMMA QUIRKE

As an ambitious employer with a strong plan for future growth we have built a diverse workforce of more than 5,000 colleagues working across a broad range of geographies and sectors from security, construction logistics, aviation services to technology.

Creating a culture where anyone can succeed regardless of his or her background or diversity is one of our core values and sits at the very heart of our approach to business. We understand how important it is to attract and retain the people who understand our diverse clients and service users because we know that by embracing diversity we create better outcomes for our people who in turn provide a better service to our customers.

This means that we see our gender pay gap as so much more than a statistic. It forms part of our strategic approach to our business. We are very aware that women are traditionally under-represented in the sectors in which we work. Working to eliminate our gender pay gap is a real measure of how we are modernising our systems and processes to deliver sustainable change for the women in our business and embedding a culture of genuine inclusion and co-development that will attract more women.

**The mean gender pay gap in hourly pay for our April 2018 snapshot was 15%.** I am delighted to report that the equivalent mean gender pay gap for our April 21 snapshot shows a **reduction in the gap to 4%**.

This is very encouraging progress showing us what we can achieve in the future. 2020 was not a typical year however with colleagues who were furloughed and did not have their pay made up to 100% on 5 April 2021 not being included in the snapshot data meaning that this report period is based on reduced workforce numbers.

Analysis of previous reports has made it clear that our gender pay gap exists for three clear reasons; our business is male-dominated with women making up just 23% of our workforce, despite recruiting more women into senior roles there are still fewer women in roles in the upper middle and upper pay quartiles at all levels and sectors across our business and our policy framework, reward and pay structures are not changing quickly enough to help both men and women balance their professional and personal lives in a increasingly fast-changing and demanding environment.

Despite the changes we are making and the clarity it is driving for our next action plan, we are far from complacent and remain fully committed to continuing to reduce our pay gap, attracting more women at every level of our business and creating a culture where every colleague identifies with our values, has a real sense of belonging and every opportunity to progress and thrive.



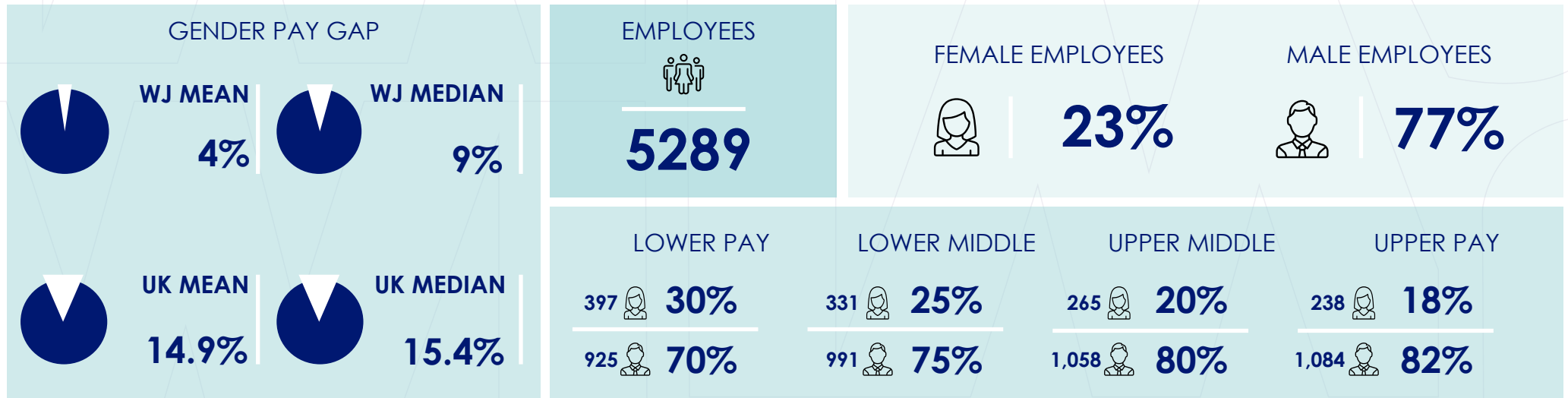
**Gemma Quirke**

*COO and Equality, Diversity & Inclusion Champion*



# OUR GENDER PAY GAP FOR 2021

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. We are committed to equal pay and to paying men and women equally for doing work of equal value.

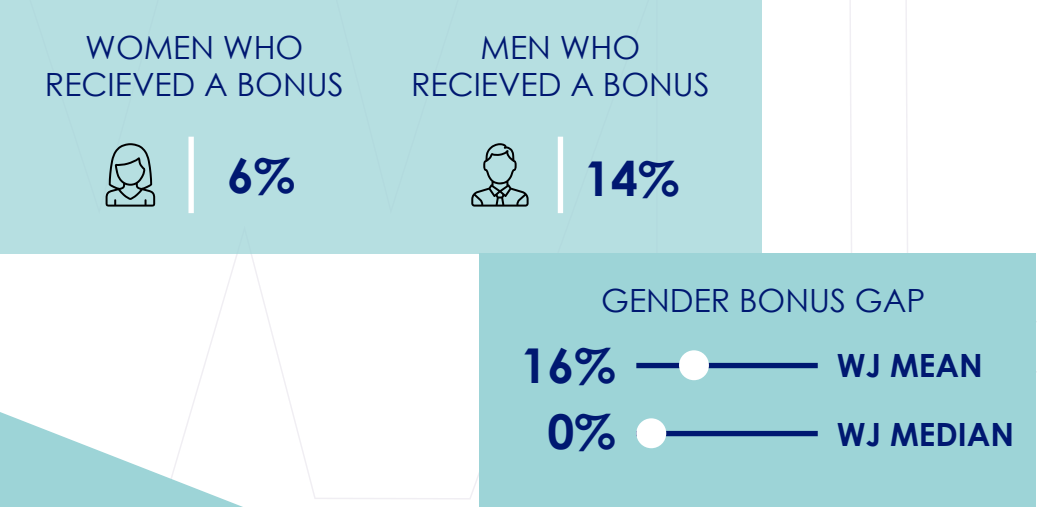


# OUR GENDER BONUS GAP

**Our mean bonus gap is: 16%.** While the total number of Wilson James people in receipt of bonus increased again this year, men moved six percentage points while women moved one percentage point.

This gap in mean bonus is driven by our schemes for colleagues in our Security sector. This part of our workforce is significantly male dominated. Women who join this part of our workforce have exactly the same access to the bonus scheme.

All other pay elements which are required to be included in the bonus calculation, such as our recognition scheme, and our refer a friend scheme are available to all colleagues which is evidenced in our 0% median bonus gap.



# OUR ACTION PLAN

We are committed to a simple and straightforward plan that has three core areas of activity. We will put in place plans to:

ONE	TWO	THREE
Increase the representation of women at every level of our organisation	Increase the number of women in the upper quartile of each level and particularly at the highest level	Revise our policy and reward frameworks to ensure that they support men and women to balance their professional and personal lives

In the next year we will also launch our first ever Gender Network which will give voice to men and women across our organisation and help us understand where there may be barriers which deter women joining and progressing in our business.

We are also adapting the way we work, using our experience of the pandemic to introduce new attendance patterns that will improve productivity and help colleagues balance their professional and personal lives as well as improving **our maternity return rate from its current 58%.**

We have also begun to define our career pathways and focus on career and leadership development for all colleagues. The first cohort of our Wilson James Leadership Academy was 25% female and we will build further on this to ensure that our talent management and succession planning systems bring further clarity and focus to career development for Wilson James women.



**Nick Channer**

*Chief of Staff*




 [Info@wilsonjames.co.uk](mailto:Info@wilsonjames.co.uk)

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