



WILSON JAMES GENDER PAY GAP 2022-2023

Foreword

While writing our 2022-2023 Gender Pay Gap report, I have been looking back over the last three years and am pleased to see that we are able to demonstrate progress over each of those years. I am proud that we are able to report a further reduction in our gender pay gap this year and that we have a strong plan in place to ensure that our progress continues into 2023 and beyond.

Of course, eliminating our Gender Pay Gap will not be easy, requiring continuing innovation and focus on our behalf. This is especially true given that research indicates that COVID-19 was particularly difficult for women in our sector who experienced disproportionate effects in terms of time spent on furlough, redundancy and time taken to return to the labour market. This combined with the current cost of living crisis means that women with childcare or other caring responsibilities are struggling more than ever to balance the demands of career and life.

As the Executive sponsor for Wilson James' Gender Network, I am acutely aware that our business continues to be male dominated with women making up just 26% of our workforce. Women also continue to be under-represented at senior levels and in the upper middle and upper quartile of each level in our business. In part, this is due to a relatively low retention rate following maternity leave where Wilson James is below best practice outcomes at just 58%. This is why we have undertaken deeply qualitative employee listening exercises, drawing input from right across our business. These listening exercises are informing review of our parental leave and pay policies and have helped us introduce new policies on caring, menopause and harassment and bullying while also training our managers in how to interpret and implement them in a fair and consistent manner.

We have maintained strong focus on delivering our action plan and in particular increasing the representation of women at all levels, right across our business. This commitment to inclusion is starting to create real change and we are seeing progress in our target areas with women now making up 28% in both the upper quartile and upper middle, an increase of 10 and 8 percentage points respectively.

As an ambitious business that is continuing to seek out new market opportunities and has a strategic focus on growth, we're continuing to work closely with our Gender Network to understand the key issues affecting women, men and parents at work. This is enabling us to appoint more women into roles that have traditionally been male dominated in our security and aviation sectors and to appoint more women into upper quartile roles within Procurement, Finance and Aviation.

We know there is more to do; we are committed to listening and acting upon feedback from our fledgling people networks and delivering against our action plan. We will not be satisfied until our organisation really is a place where everyone shares a common purpose, sense of belonging and a dedication to living our values.

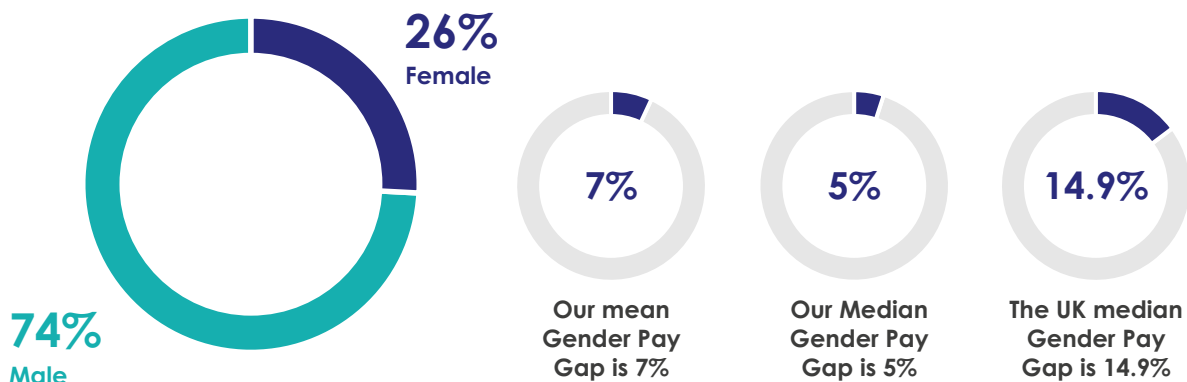
Maya Jani
Executive Director Business Improvement
and Executive Sponsor Gender Network



Wilson James Gender Pay gap for 2022-2023

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 overall workforce profile is:



Our profile by quartile

Upper quartile



Upper middle quartile



Lower middle quartile

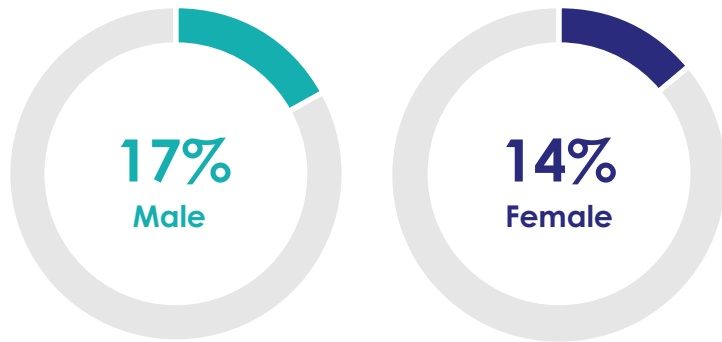


Lower quartile

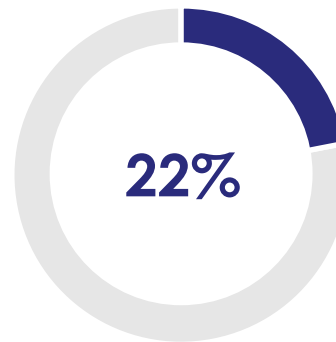


Wilson James Gender Bonus Gap

The proportion of men and women receiving bonus is:



Our mean bonus gap is:



While the percentage of women receiving bonus has significantly increased from 6% in 2021 to 14% in 2022, the mean bonus gap has also risen by 6 percentage points. This gap in mean bonus is largely driven by bonus schemes for colleagues 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.

We are encouraging more women to join this part of our workforce which has significantly reduced the number of women in the lower middle and lower pay quartiles while increasing the overall number of women in receipt of bonus and at the highest levels in Wilson James. For example, representation of women across Wilson James's Boards and Committees is now at 40%.

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Renewing Our Action Plan



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



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



3 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.



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

In the next year we will build on our successes and what they have taught us about how to make a difference. We will continue our commitment to reward and appointment policies that ensure the number of women in the upper end of each pay quartile continues to rise.

We will embrace our fledgling people networks, which include LGBTI, Disability and Race as well as Gender to give a genuine, companywide voice to all employees. We believe this will help us to understand barriers and work together to find innovative ways for women to both join us and build a long-term career at Wilson James.

We will also continue to adapt the way we work, using our experience of introducing new attendance patterns to further develop the working environment that is already improving productivity and helping colleagues balance their professional and personal lives whatever career or life stage they are at or may reach during their service with us.

We have also recently launched a revised capability framework model which is helping employees identify their chosen career pathway and focus on partnering with their line manager to build personalised career and leadership development plans. We believe this is a critical step in developing a talent and succession strategy that drives forward and embraces difference and inclusion.

We continue to invest in expanding our Learning and Development capability and have plans to add further technical and behavioural learning opportunities to our Wilson James Academy, which align to our talent management and succession planning systems. This will bring greater access, clarity and focus to career development for all Wilson James people and create an organisation where every individual can build a career and share in our success.

Nick Channer
Chief of Staff





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