



# Wilson James Gender Pay Gap Report

2023 - 2024

# Foreword

For over 30 years our culture and approach have driven us to do things differently and drive changes across the industries in which we work. We see every challenge as an opportunity and shifting the dial on diversity and inclusion is no different.

Our ambition is to be an organisation that champions inclusion in every market, sector and geography in which we operate. We want to create an inclusive culture across our business, where everyone who works for Wilson James knows that they can bring their whole self to work, every day.

This has been another year of clear progress. We are reporting further reductions in our gender pay and bonus gaps as well as other measurable improvements. It's also been a year in which we have seen a really positive shift in the profile of our work to make our workplace truly inclusive for women, and I am proud that our Gender network has been at the heart of our progress.

Guided by our strategy, we are working hard to create a safe and welcoming environment for all our employees. We've raised awareness of the benefits of having a gender balanced workforce and are tackling barriers relating to racial equality, ethnic diversity, disability, and LGBT+. Our colleague-led People Networks are transforming the way we work through shared experience, as we recognise that inclusion is critical to our business success. Closing our gender pay gap is key to this but it's methodical work, especially given the sectors in which we work and with women making up just a quarter of our workforce. We know that our low maternity return rate 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. That being said, an improvement in our gender pay gap to 6% this year does reflect continued change.

We are seeing an exciting and positive influence from our Gender network. Formed only 18 months ago, the Gender network has started to have real impact – it's been a striking change. We have carried out Parent Listening sessions to inform thinking about how we support parents. We have held events on International Women's Day, Global Parents Day and International Men's Day as well as Menopause Day – and we brought it all together in National Inclusion Week. We've also seen a developing sense of allyship with strong male and female support for the network. In short, we are creating the atmosphere that is so key to our inclusive workplace.

We are especially proud of our work relating to Violence against Women and Girls. Teaming up with the British Transport Police as well as clients and others in our sectors, our network has opened up the conversation, won Board support and set out a roadmap that will see us make a difference for our colleagues and those who work at the many sites which we make efficient and safe.

Building on current achievements and future commitments, we are moving in the right direction but there remains so much more to do. We have seen a sharp increase in activity but we know that we have to keep planning and delivering on our promises. By making improvements every day, we're eradicating discrimination wherever we find it – building a more inclusive environment for all. It isn't just the right thing to do; it benefits all our colleagues, our clients, and our communities. We are committed to doing this – and my thanks to all our supporters who are making it all possible!



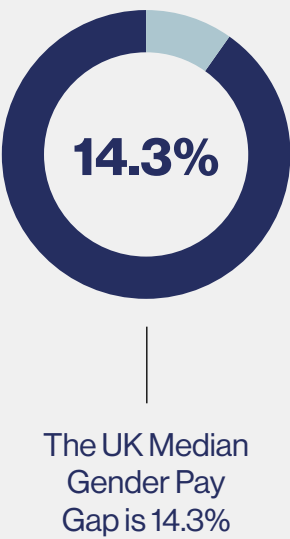
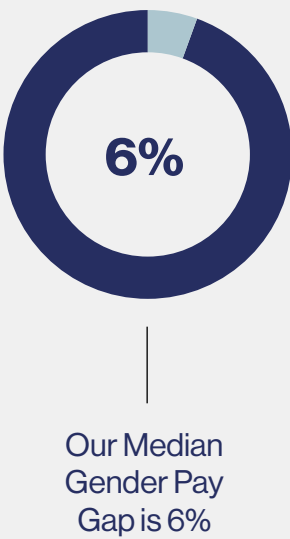
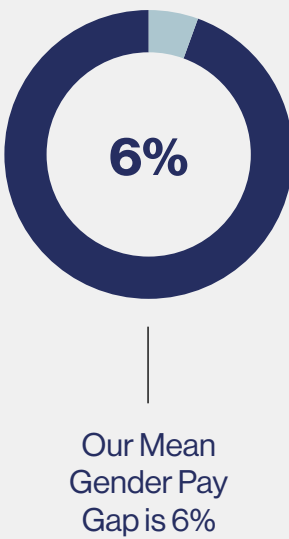
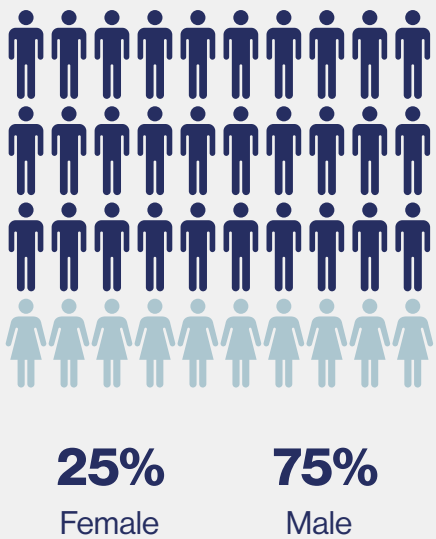
**Maya Jani**

Executive Director, Business Improvement  
Executive Sponsor, Gender Network

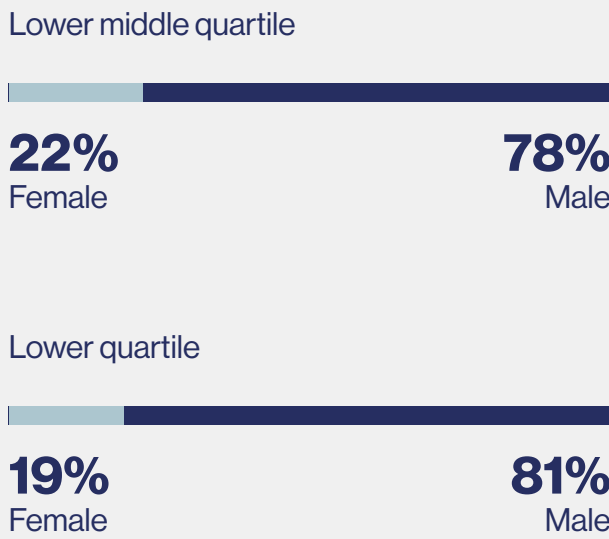
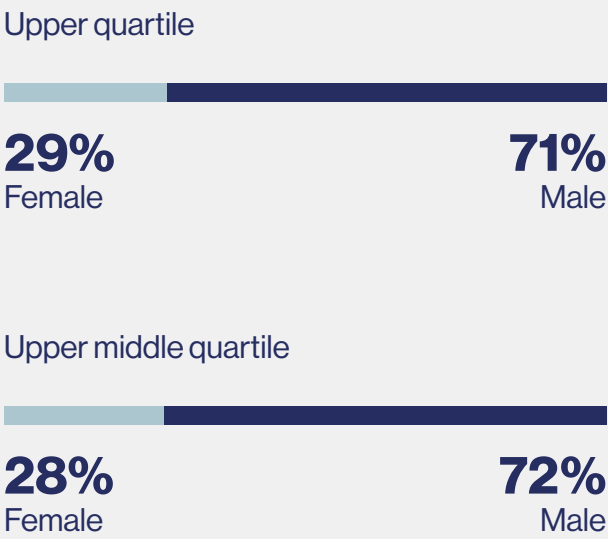
# Wilson James Gender Pay Gap for 2022-2023

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:

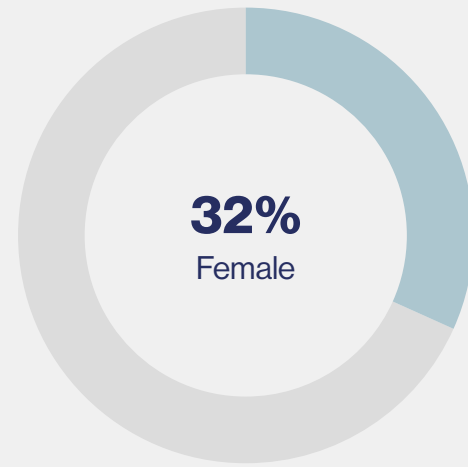
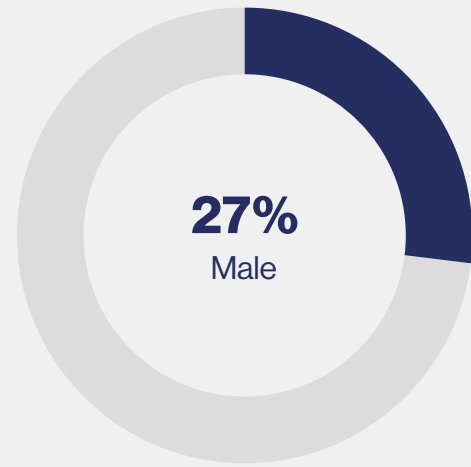


Our profile by quartile:

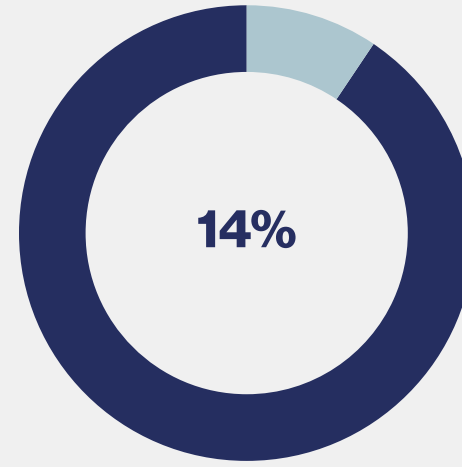


# Wilson James Gender Bonus Gap

The proportion of men and women receiving bonus is:



Our mean bonus gap is:



This year the percentage of women receiving bonus has risen significantly to 32%, a third successive year of progress from 6% in 2021 and 14% in 2022. It's pleasing to see a reduction in the mean bonus gap, now down to 14% from 22% in 2022. 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 continue to encourage more women to join all sectors of our workforce, especially in our Security and Construction Logistics sectors which are traditionally male dominated. Our profile by quartile again shows a gradual reduction in the percentage of women in the lower quartiles and shift to the upper quartiles. Representation of women across our boards is now at 42%, up from 40% last year.

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

**42%**

# 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.



Our EDI Strategic Framework has this year set out the structure of our Inclusion programme of work. It's built around our four people networks of LBGT+, Disability and Race as well as Gender – they are generating commitment and ideas. The framework's four pillars are responsible 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. Taken together, the whole framework is progressing our action plan.

While overall representation of women in the workforce remains at a quarter (Objective 1), we are seeing a shift towards the upper quartiles and continued 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) has been 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 supplemented our Capability framework with a new Learning Management System. Reaching the whole workforce including our agency colleagues, WJ iLearn will provide clear career and learning pathways (Objective 3) and open up the prospect of a talent and succession strategy that drives forward opportunity, difference and inclusion. This change has only just started and we have high hopes for its positive impact.

Our data capture and monitoring capability (Objective 4) has been transformed in the last 12 months with the launch of WJ Business Cloud – but in truth we have just seen the start. Providing us with our first integrated understanding of our data and combined with the scope to benchmark against EDI standards, we are at the point of setting out more detailed performance goals which we expect will allow us to track our continued future progress.

With our new data, we have a better understanding of the make-up of Wilson James, so we can focus our efforts in the right places and continue to make change in the coming months. We know there is still more to be done, but we are pleased that the improvements and actions we have identified are beginning to create meaningful impact.



**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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