

Churchill

We are Churchill and we are *Forward Thinking*; re-defining and delivering Soft Support Services for over 1,000 clients in all sectors throughout the UK. We are proud to deliver exceptional service and support, but prouder still in making a lasting difference to expectations within our own industry.

At Churchill, we have a clear strategy to ensure we realise our vision throughout every facet of our organisation and every part of the industry we touch. Our People Philosophy support this;

↳ **Our People** are our key asset

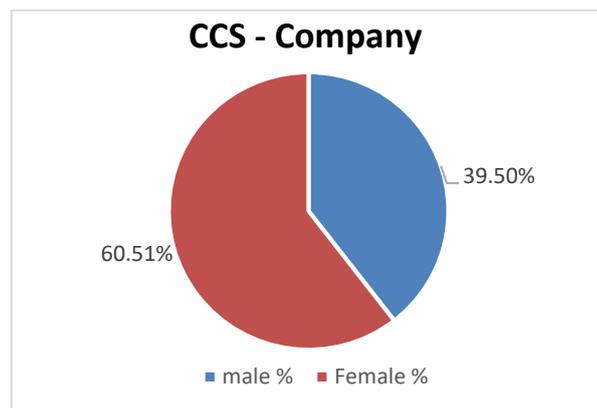
Our people are the bedrock of our organisation. This is reflected in the way we recruit, train, **reward** and communicate throughout the organisation. It is their hopes, dreams and aspirations which will continue to propel Churchill into the wider service solutions arena. Churchill therefore nourishes and fosters an empowered spirit in all our valued people – ‘Changing our Industry™’ is a shared vision by all.

Churchill are committed to creating a diverse and inclusive workplace and the requirement, led by legislation, to be transparent on gender pay is welcomed.

We are delighted to share our core business gender pay gap report 2017, for our core business Churchill Contract Services Ltd which employs more than 250 people.

Within the core business the male/female populations percentage split is as follows

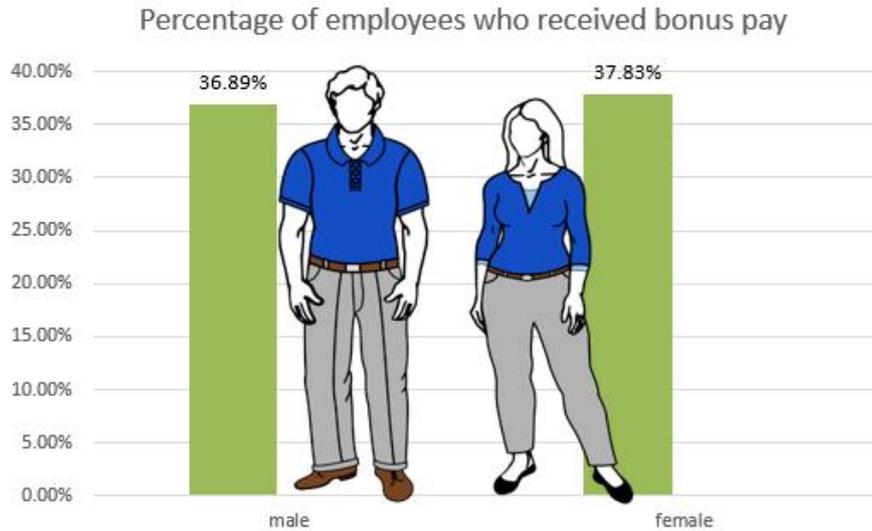
	Male	Female
Population of gender as a %	39.50%	60.51%



The table below shows the mean and median gender pay and bonus pay gaps shown as a percentage.

Difference Between Men and Women		
	Mean	Median
Hourly rate of pay	6.21%	1.09%
Bonus pay	55.85%	28.89%

The graph below shows the proportion of employees awarded a bonus for 2017



Quartiles

Within all four quartiles, the female population is greater than the male population. In the lower quartile the mean pay gap, is in favour of the female population. There is little or no gender pay gap in both the Lower middle and Upper middle quartiles, however in the Upper quartile, whilst the female population remains greater than the male population the mean gender pay gap has increased to 10.57%. Whilst this is higher than the three other quartiles, the value is 8% less than the national average.



Churchill Contract Services Ltd

Gender Pay Gap Report: 2017



We are proud that our Senior management team is 45% female and we actively create and operate fair recruitment and advancement opportunities and flexible working practices to support this.

Our mean bonus pay gap is high and this is impacted by predominantly bonus related roles being held by males.

We are confident that men and women are paid equally and our gender hourly pay gap results supports this.

Our target is to reduce the mean bonus pay gap to an equally balanced result with a tolerance level of 10% by 2022.

Our other employing business entities employ less than 250 employees at the snap shot date however, due to continued growth both the following will be in-scope for the next reporting snap shot date.

- Churchill Security Solutions
- Churchill Contract Catering

I can confirm the data reported is accurate.

A handwritten signature in black ink, appearing to read "Joel Briggs".

Joel Briggs
Group Managing Director