

Churchill Contract Services Ltd: Gender Pay Gap Report 2018



Churchill is a group of specialist soft services businesses, each an expert in its sector delivering tailored, local and quality services. We continue to meet customer needs with our friendly, local teams whether that's just one or a combination of our expert services.

In 2017 and 2018 we launched our new security and catering businesses Amulet and Radish respectively. These were really important milestones for Churchill, underpinning our strategy for the future, with a clear vision for the next five years.

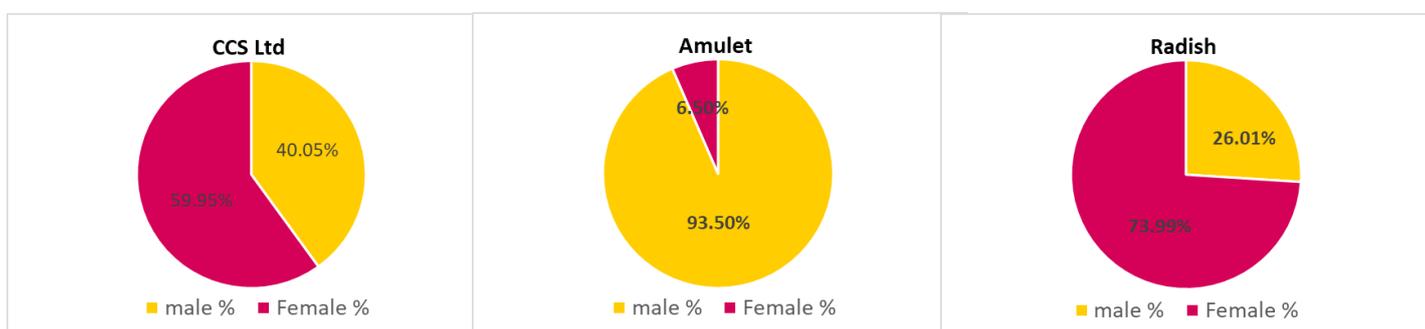
We're undergoing a brand re-fresh and central to this is a set of core values; our prevailing value is to **Always Do Right**, supported by **Always Put People First** and **Always Seek Better**.

We're also actively acting on our passion for our planet and the communities we work in; we're already huge advocates of working with regional charities and building sustainable supplier partnerships, but we're taking our efforts even further because as an organisation we live by our philosophy of doing the right thing. We recently announced that we have developed a range of 100% sustainable cleaning products, in collaboration with Jangro, a first for the cleaning industry and which we forecast will reduce the volume of single use plastics.

The digitisation of our internal workflows and processes is another key focus area for us in achieving increased effectiveness and efficiency in our daily operations and making our people's working lives easier. We're really excited about our transformation journey and our digital platform MO:DUS that in its latter phases will enable us to seamlessly interface with our clients' systems creating transactional ease

Churchill is committed to our **Always Put People First** value, which includes creating a diverse and inclusive workplace. We embrace the requirement, led by legislation, to be transparent on gender pay and we are delighted to share our 2018 gender pay gap report. It enables us to reflect on changes throughout the past 12 months in our organisation, and steps we have made to reduce our gap in gender pay since our first report in 2017 for our core business Churchill Contract Services Ltd.

The male/female populations percentage split is as follows across the three businesses:



The table below reports for CCS Ltd the mean and median gender pay and bonus pay gaps shown as a percentage.

Between Men and Women 2018		
CCS -LTD	Mean	Median
Difference in Hourly rate of pay	3.53%	1.69%
Difference in Bonus pay	41.72%	30.43%

Churchill Contract Services Ltd: Gender Pay Gap Report 2018



The above results reflect a reduction, since our last annual report in the mean % difference in:

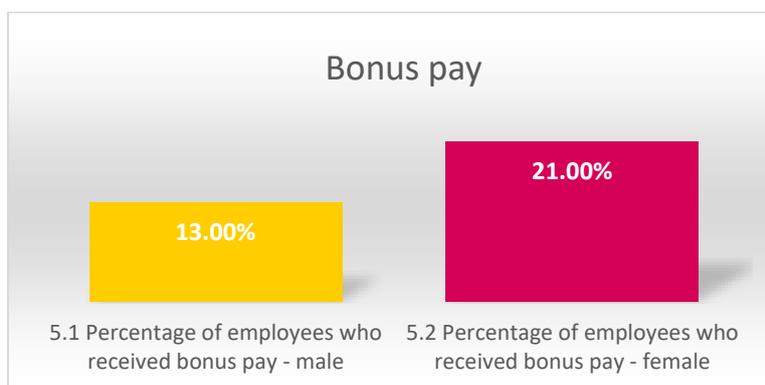
- Hourly rate of pay by 2.68% and
- Bonus pay by 14.13%

The table below shows the same data for Radish and Amulet

Between Men and Women 2018	Radish		Amulet	
	Mean	Median	Mean	Median
Difference in Hourly rate of pay	16.77%	23.64%	3.53%	1.69%
Difference in Bonus pay	-117.50%	-213.14%	41.72%	30.43%

Bonus Pay

The graph below shows the proportion of CCS employees awarded a bonus for 2018



The above reflects a reduction in the % of overall awarding of bonus payments across the company since last year, however the bonus pay awarded to female workers has reduced at a lesser rate than the male workforce by less than 1% at 0.87%

The table below shows the same data for Radish and Amulet

	Radish	Amulet
Percentage of employees who received bonus pay - male	1.20%	3.00%
Percentage of employees who received bonus pay - female	0.63%	0.00%

Quartiles

CCS Ltd : Within all four quartiles, the female population is greater than the male population.

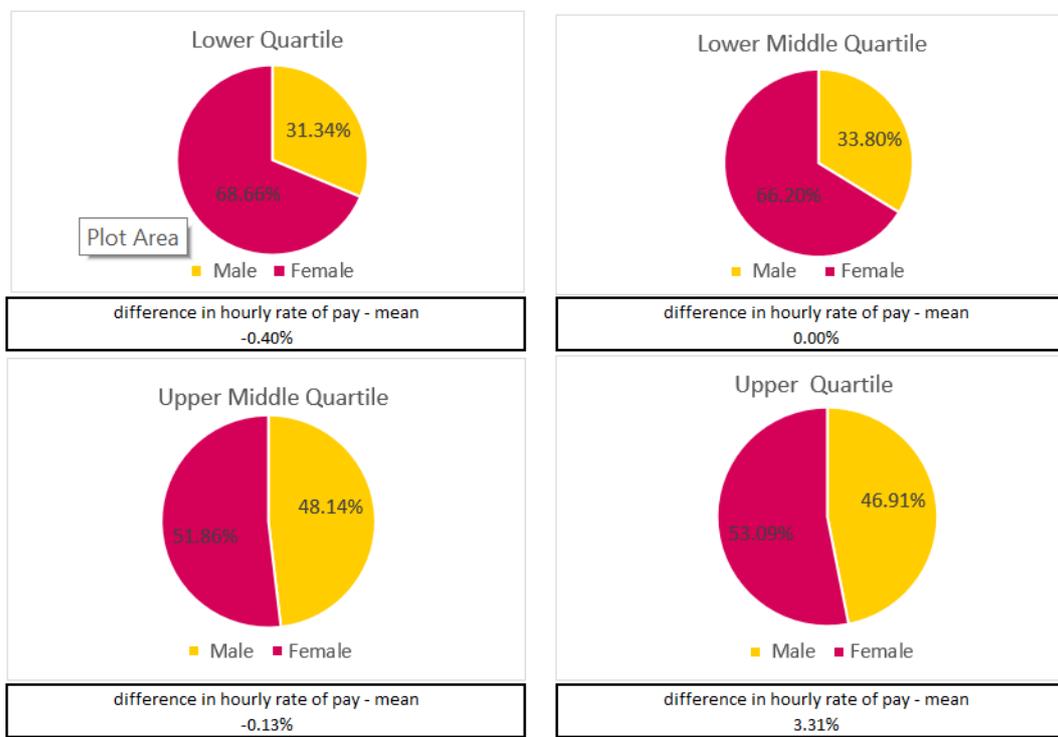
In the lower quartile the 0.40% mean pay gap is in favour of the female population. There is no gender pay gap in the Lower middle quartile, however in the upper middle the 0.13% gap is also in favour of the female population.

In the upper quartile, whilst the female population remains greater than the male population the mean gender pay gap is at 3.31%. Whilst this is higher than the three other quartiles, the value is 15%

Churchill Contract Services Ltd: Gender Pay Gap Report 2018



less than the national average. We are pleased to be reporting that this mean pay gap has decreased since our 2017 report by 7.26%.



We are proud that our senior management team is 47% female and we actively create and operate fair recruitment and advancement opportunities and flexible working practices to support this. We remain confident that men and women are paid equally

Within CCS our mean bonus pay gap is high however, this has reduced by 14.1% since last year which is in line with our target set last year to reduce the mean bonus pay gap to an equally balanced result with a tolerance level of 10% by 2022.

The table below shows the same data for Radish and Amulet

Business Unit	Upper Quartile		Upper Middle Quartile		Lower Middle Quartile		Lower Quartile	
	Male	Female	Male	Female	Male	Female	Male	Female
Radish	52.80%	47.20%	16.15%	83.85%	18.13%	81.88%	16.88%	83.13%
Amulet	87.69%	12.31%	95.42%	4.58%	93.89%	6.11%	96.95%	3.05%

I can confirm the data reported is accurate.

Joel Briggs
Group Managing Director