

# Gender Pay Gap Report 2022

For the Churchill Group



# Gender Pay Gap 2022

## Purpose

Under current legislation, all companies with more than 250 employees must report six gender pay statistics, including their gender pay gap, on an annual basis.

We embrace the requirement to be transparent on gender pay and we are delighted to share our 2022 gender pay gap report which allows us to reflect on changes in our organisation over the past 12 months, recognise the significant external factors that impact the results, and allow us to share our ambitions in the coming year and beyond.

## Who are Churchill Contract Services Ltd?

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

Our business is built on a set of core values, which are at the heart of everything we do; our prevailing value is to **Always Do Right**, supported by **Always Put People First** and **Always Seek Better**.



We are passionate about the sustainability of our planet, and building sustainable supplier partnerships and our Vision Zero and Net Zero commitments are key to achieving our targets.

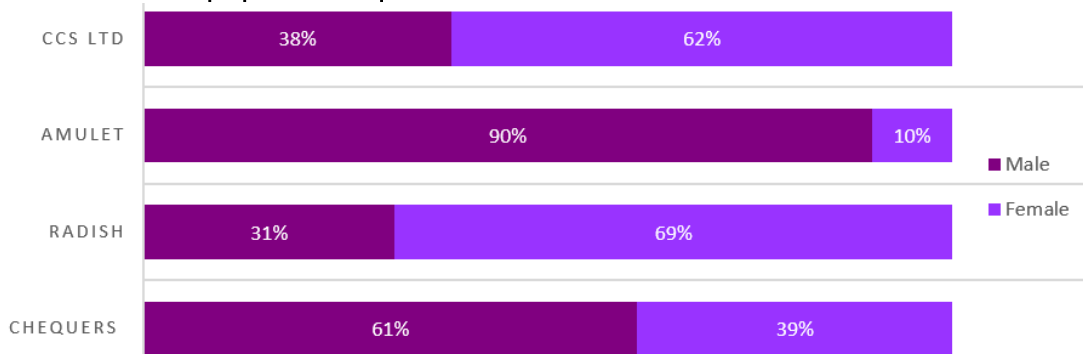
A **transformational approach** to prevention and promotion

Building a **culture of prevention and promotion of activities** that integrate safety, health and well-being and the environment at work into our wider people initiatives and sustainability goals.

We are committed to our **Always Put People First** value, which includes creating a diverse and inclusive workplace.

## Our Report

Female versus male population split across our business is as follows:



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## Our Gender Pay Gap

Our gender pay gap reflects the average paid to men and women across our business. It is not a comparison of pay rates for men and women doing work of equal value.

The table below provides the mean and median gender pay gaps:

	Difference in Hourly Rate of Pay (Male v Female)	
	Mean (2022)	Median (2022)
Churchill Contract Services (CCS) Ltd	6.4%	6.4%
Amulet	-3.9%	-6.7%
Chequers	4.2%	3.3%
Radish	9.5%	-28.2%

The above results reflect the following:



- Our **Median Gender Pay Gap** within CCS, our core business within the Churchill Group, has increased very slightly by 1% to 6.4% compared to our previous report. This is still considerably lower than the UK National Median Gender Pay Gap of 14.9% (source ONS)
- Our **Mean Gender Pay Gap** within CCS Ltd is also at 6.4%

## Our Gender Bonus Pay Gap

The table below shows the percentage of colleagues who have received a bonus:

	Male (2022)	Female (2022)
Churchill Contract Services (CCS) Ltd	5.7%	2.6%
Amulet	42%	28%
Chequers	14%	1%
Radish	0%	0%

For our core business, the number of women who received a bonus has improved by 1.4%.

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For our Amulet business, we have seen the % of bonuses paid to women increase from 0% in 2018 to 9.76% in 2020, to 28% in this report. This is a result of having more females fulfilling senior roles within our security division.

The table below provides the mean and median gender bonus gaps as a percentage:

	Difference in Bonus Pay (Male v Female)	
	Mean (2020)	Median (2020)
Churchill Contract Services (CCS) Ltd	38.3%	24.4%
Amulet	-.05%	-81%
Chequers	98.6%	60.1%
Radish	0%	0%

## Pay Quartiles

The overall proportion of males and females within CCS Ltd.



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

The table below identifies the percentage of male and female employees in all four quartiles (dividing our workforce into four equal parts), for our four reportable businesses.

	Upper Pay Quartile		Upper Middle Pay Quartile		Lower Middle Pay Quartile		Lower Pay Quartile	
	Male	Female	Male	Female	Male	Female	Male	Female
Churchill Contract Services (CCS) Ltd	49.73%	50.27%	37.22%	62.78%	36.57%	63.43%	29.24%	70.76%
	<i>Difference of hourly pay (mean) 1.23%</i>		<i>Difference of hourly pay (mean) 0.35%</i>		<i>Difference of hourly pay (mean) 0.35%</i>		<i>Difference of hourly pay (mean) -.19%</i>	
Amulet	87.56%	12.44%	88.00%	12.00%	93.50%	6.5%	90.5%	9.5%
Chequers	77.63%	22.37%	61.04%	38.96%	57.14%	42.86%	48.00%	52.00%
Radish	51.94%	48.06%	27.91%	72.09%	16.28%	83.72%	31.4%	68.60%

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In the core business, CCS LTD, the lower quartile shows the mean pay gap is in favour of the female population by 0.19%. The gender pay gap in the lower middle and upper middle quartiles both show a 0.35% mean gap, both in favour of males.

In the upper quartile, whilst the female population remains greater than the male population the mean gender pay gap is at 1.23% in favour of males. Whilst this is higher than the other quartiles, the value is 7.07% less than the national average.

There has been a slight decline in the % of women in the Upper quartile, by 2.82% over 2 years from our 2020 report, however this number is very low and we see more females moving into the upper middle quartile - up 10.92% for the same period. Across these two quartiles, there is a positive change in population mix in favour of females by 4.05%

## Summary

We remain below the national average by 8.5%, despite this report showing a slight increase in the gender pay gap for Churchill from our previous report by 1%. The increase is also reflected in the 2022 National GPG report produced by the ONS.

The key contributor to this national and company result is the coronavirus (COVID-19) pandemic period, where earnings were affected by changes in composition of the workforce and the impact of the Coronavirus Job Retention Scheme (furlough). The pandemic also affected females disproportionately to men, impacting career succession opportunities for women adversely.

We have continued to drive inclusive strategies to attract and retain women at all levels of our businesses including:

- Creating and operating a fair recruitment process for all employees
- Internal promotions for female employees across all levels of the organisation, especially those roles that sit in the upper-middle and upper quartiles
- Improved levels of employee engagement, driven by a variety of different initiatives such as “Set for Success” and ExcelMe

## Our inclusive approach

Looking to the future, we continue to focus on fully inclusive initiatives that embrace attracting, retaining, and developing a diverse and inclusive workforce: We continue to

- Develop our WDE&I Strategies and our WellMe programme
- Expand our social value commitments and our CommunityMe framework
- Implement clearly defined career development and advancement opportunities – through our ElevateMe programme
- Promote Apprenticeship opportunities and pay our apprentices the full market rate, not the apprentice rates of pay
- Bridge the gap for those individuals affected by the fallout from the pandemic - working with our charity partners to implement and embed our employability programme
- Update our family-friendly policies



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- Foster a culture of flexible/hybrid working practices to ensure that we attract and retain our employees

These initiatives and actions will support and improve the representation of females in senior roles and forms an integral part of our diversity and inclusion strategy.



As a Group of specialist companies, we are focussing on strong WDE&I and Social value initiatives within our “Set for Success” Strategic plan. To support this, the appointment of dedicated Wellbeing, Diversity, and Inclusion Manager and Social Value lead, along with the creation of Mosaic; our DE&I committee of Mosaic Champions.

Our Mosaic Champions empower employees from all backgrounds and walks of life to have a voice by creating a safe environment where all employees feel they can be heard on subjects that matter to them. The Mosaic Champions attend regular D&I committees where topics of Respect, Belonging, Empowerment, and Career Progression are discussed and explored that relate to our D&I agenda. The Mosaic Champions seek input and feedback from peers on these topics to then share with the D&I committee. The Committee challenges and influences company policy to promote D&I.



The WDE&I strategy is structured with our 5 Pillars of Wellbeing, which have been crafted to empower and equip our people with the knowledge, tools, and resources to be their best, both in and outside of the workplace

- Physical Health
- Financial Health
- Mental Health
- Diversity, Equity & Inclusion
- Workplace Culture

We are committed to being and achieving the status of

- Disability confident Employer
- Neurodiversity in Business - corporate member and
- Menopause Friendly employer



Our Social Value Strategy supports opportunities for all and investing locally in both Communities and Employability/Life skills. Our focus areas for these are:

- Armed forces
- Care Leavers
- Education
- EDAC (Domestic abuse)
- Refugee Support and
- Local Community



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**ElevateMe** our development framework has been designed to support the career paths of our people. It enables employees to develop a solid foundation, including mandatory training modules covering subjects such as unconscious bias and equality and other cultural and procedural courses to develop an understanding of working within Churchill, as well as the opportunity to achieve an industry recognised accreditation.

In addition, our FY2024 L&D strategy includes our “ExcelMe” Performance Development Review (PDR) programme to support and develop employees to achieve their agreed goals. It enables career progression conversations to identify employees career pathways.



**ExcelMe** Our annual performance review, provides the structure and support necessary to:

- Build internal talent pools
- Develop and retain our best people
- Understand our people’s wellbeing
- Succession plan effectively based on performance & aspirations
- underpin the career journey conversation



ElevateMe and ExcelMe also support our aim to improve diversity and inclusion across our workforce to ensure that it represents the diversity of clients, customers, and communities in which we operate. It allows everyone within the Churchill group to be themselves and have equal opportunities to progress.

Finally, and most importantly we remain confident that women and men are paid equally across all levels of the organisation.

I can confirm the data reported is accurate.

James Bradley  
Chief Executive Officer  
April 2023

