



Gender Pay Gap Report 2024

For Churchill Group

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 2024 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 Group?

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.

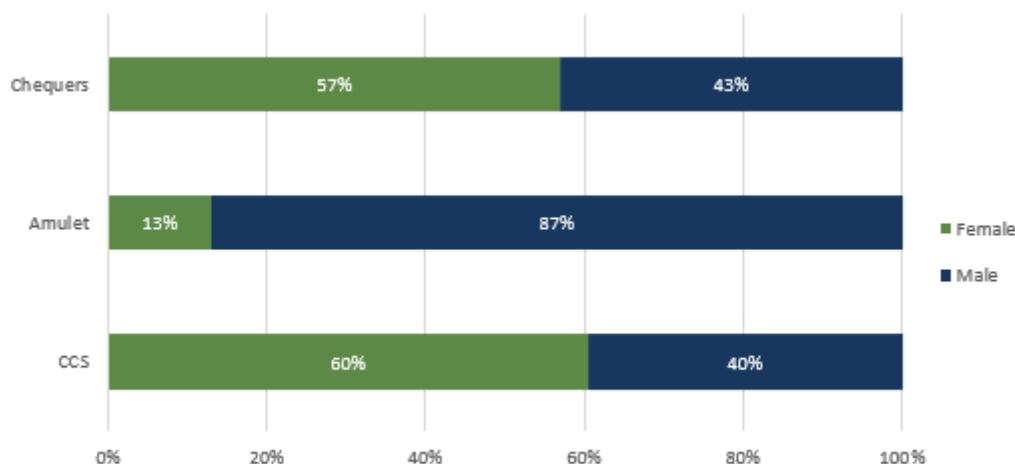
A transformational approach to prevention and promotion.

Building a **culture of prevention and promotion of activities** that integrate safety, health and wellbeing 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:



Our gender pay gap

Our gender pay gap reflects the average pay 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 vs female)	
	Mean (2024)	Median (2024)
Churchill Contract Services (CCS) Ltd	4.03%	3.92%
Amulet	-13.43%	-5.42%
Chequers	6.17%	5.59%

The above results reflect the following:



Our **median gender pay gap** within CCS, our core business within the Churchill Group, has remained the same at 3.9% compared to our previous report. This is considerably lower than the UK National Median Gender Pay Gap of 13.1% (*source ciphr**)

Our **mean gender pay gap** within CCS Ltd is also at 4.03% which has decreased by 1.7% compared to our previous report.

Our gender bonus pay gap

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

	Male (2024)	Female (2024)
Churchill Contract Services (CCS) Ltd	1.5%	1.1%
Amulet	0.4%	0.13%
Chequers	1.83%	0.62%

For our core business, the number of women and men who received a bonus has decreased by 3% and 0.8% respectively, illustrating that whilst there has been a decrease, this is greater for men.

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

	Difference in bonus pay (male vs female)	
	Mean (2024)	Median (2024)
Churchill Contract Services (CCS) Ltd	57%	35.8%
Amulet	69.2%	72.6%
Chequers	96.1%	77.7%

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	45.0%	55.0%	43.6%	56.4%	40.5%	59.5%	28.3%	71.7%
	Difference of hourly pay (mean) 1.6%		Difference of hourly pay (mean) -.01%		Difference of hourly pay (mean) 0.54%		Difference of hourly pay (mean) -.02%	
Amulet	80%	20%	90.2%	9.8%	89.9%	10.1%	90.1%	9.9%
Chequers	62%	38%	77.6%	22.4%	51.5%	48.5%	35.8%	64.2%

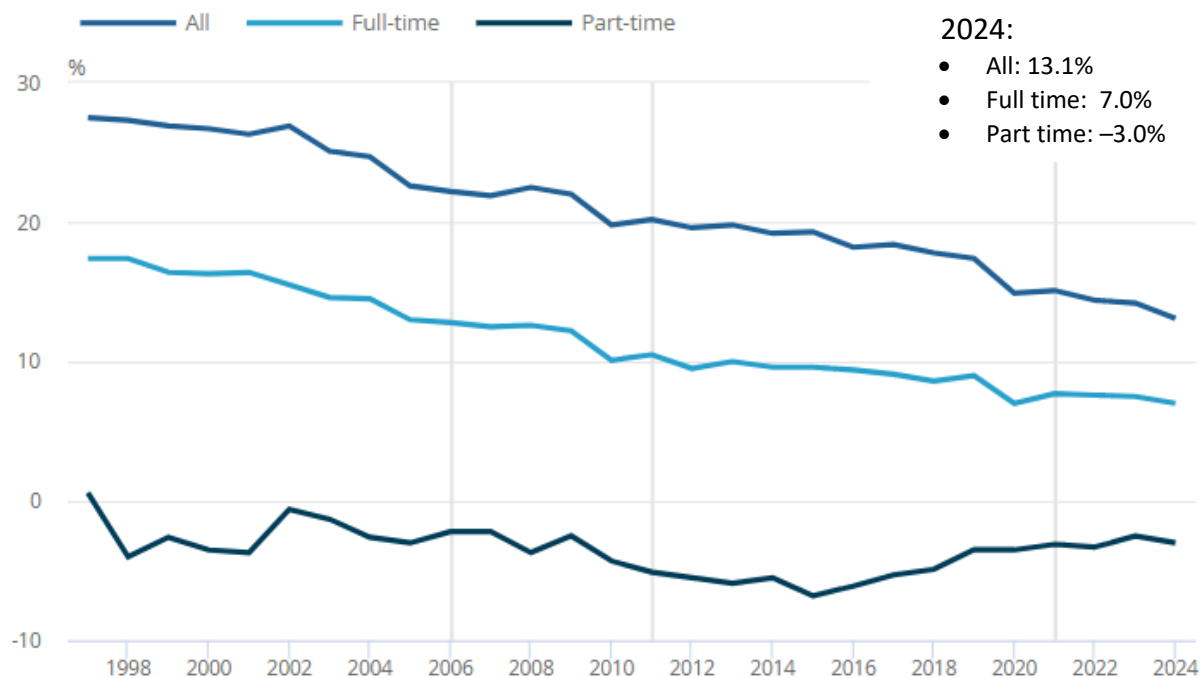
In the core business, CCS LTD, the lower quartile shows the mean pay gap is in favour of the female population by -.02%. The gender pay gap in the lower middle quartiles show a 0.54% mean gap in favour of males however the upper middle quartile show a slight increase in favour of females.

In the upper quartile, whilst the female population remains greater than the male population the mean gender pay gap is at 1.6% in favour of males. Whilst this is higher than the other quartiles, the value is 4.53% improved than our 2023 report.

Summary

CCS, our core business is at 3.9% which remains below the national median average* by 10.4%.

Gender pay gap for median gross hourly earnings, excluding overtime, UK, April 1997 to 2024



Our inclusive approach

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 including active focus on attracting females, especially those in disadvantaged social groups and 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
- Increased engagement and feedback through our engageMe surveys

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

- Develop our WDE&I strategies and our WellMe programme
- Provide education and upskilling on menopause, supported by 22 dedicated menopause ambassadors.
- 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
- Working with our charity partners to implement and embed our employability programme
- Update our family-friendly policies
- Foster a culture of flexible/hybrid working practices to ensure that we attract and retain our employees
- Introduction of enhanced maternity and company sick pay benefits
- Developing and delivering our “Own your Future” frontline management development programme, supporting in role development

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



As a Group of specialist companies, we are focusing on strong WDE&I and Social value initiatives within our “Set for Success” Strategic plan. Our dedicated Wellbeing, Diversity, and Inclusion Manager and Social Value Lead delivers a comprehensive proactive calendar, providing accessible support and education 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
- Menopause Friendly Employer



Our Social Value Strategy supports opportunities for all and invests locally in both communities and employability/life skills. Our focus areas for these are:

- Armed forces – Gold award
- Care leavers
- Education
- EDAC (Domestic abuse)
- Refugee support
- Local community
- SRAG – Gold award

In 2025, we continue to develop our partnership with Social Value Portal, to support and focus our Social Value agenda,



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 FY2025 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 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 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 2025

