



Gender Pay Gap Report

Introduction



I confirm the information and data reported is accurate as of the snapshot date 5 April 2017.

A handwritten signature in black ink, appearing to read 'Julia Robertson'.

Julia Robertson
Group CEO, Impellam Group Plc

At Lorien*, we welcome the opportunity to discuss our gender pay gap as a key part of building trust with our people, customers and candidates is transparency. While we have a healthy gender balance - with just over 50% of our employees being female - we recognise that we have a gender pay gap and that there is more we can do to close it.

Lorien's overall median gender pay gap is 22.65%. Of the people included in the calculations, 27% are temporary workers whose pay is fixed by our customers. In the interests of full disclosure, we have chosen to provide an analysis of our 211 permanent UK employees.

Among our people our median gender pay gap is 38.2%. Our pay structure rewards men and women performing the same roles equally, yet women are under-represented in senior management and in high bonus-earning sales roles, which impacts our gender pay gap.

Both the sales and technology sectors attract fewer women than men. Therefore, given that Lorien specialises in technology recruitment this combination compounds our gender pay gap.

We have made good progress with diversity and inclusion at Lorien and understanding our gender pay gap drives us to do more.

We are committed to improving the gender balance of our senior managers, which is key to tackling our gender pay gap.

We are investing in a range of initiatives to bring about change and this report outlines more detail about what we are undertaking as part of a broader focus on creating a more inclusive workplace.

Claire Marsh
Chief Executive Officer,
Lorien

*The legal entity Lorien Resourcing Limited includes all employees of Lorien and onezero.

Understanding the gender pay gap

Gender pay vs equal pay

A gender pay gap shows the difference in average pay across all of the men and women in an organisation, industry or country as a whole. It can be driven by the differing number of men and women across all roles.

It is not the same as an equal pay comparison which looks at how much men and women are paid for doing the same role.

How we calculated our numbers

Under the UK Government's new Gender Pay Gap regulation, companies need to report their gender pay gap for all legal entities in Great Britain with more than 250 employees. We have provided data on all of our permanent and temporary employees, as required by the regulation.

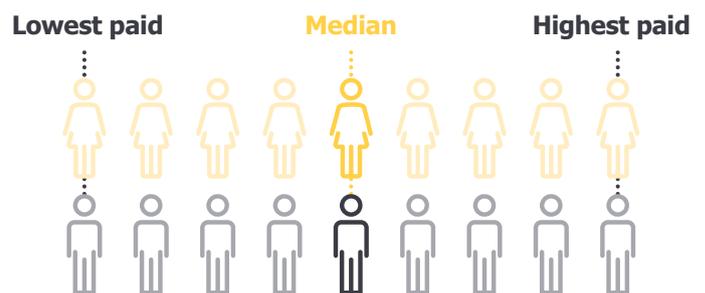
Given Lorien is a staffing business we have a very high number of temporary employees on our payrolls at any one time doing work for customers. This number fluctuates depending on requirements from our clients, and typically the rate of pay that our temporary workers receive is decided by our clients. On 5th April 2017, 27% of full pay relevant employees used in these gender pay calculations were temporary. We have also reported on our permanent employees only.

Pay quartiles explained

A pay quartile is calculated by listing the hourly pay rates for everyone in the business then dividing them in to four equal sized groups. We then work out the percentage of men and women in each group.

Median and mean gaps explained

The figure used most regularly is the **median gender pay gap**. To help bring this to life, imagine all of the women at Lorien standing in one line, from lowest paid by hour to highest, and all of the men doing the same in another line. The median gender pay gap is the percentage difference in hourly pay between the woman in the middle of the line and the man in the middle of the line. Hourly pay includes leave and any shift premiums, but not overtime.



The **mean gender pay gap** is the percentage difference in the average pay of men and women. This is calculated by adding up all of the hourly pay rates for all of the women in a business and dividing it by the number of women, then doing the same for the men and comparing the difference. The mean can be affected by different numbers of men and women in different roles. This is why we also report the number of men and women in different pay quartiles.

We also report the median and mean differences in bonus pay over a twelve month period, and the percentage of men and women who received a bonus.

A positive percentage shows a gap in favour of men; a negative percentage shows a gap in favour of women.

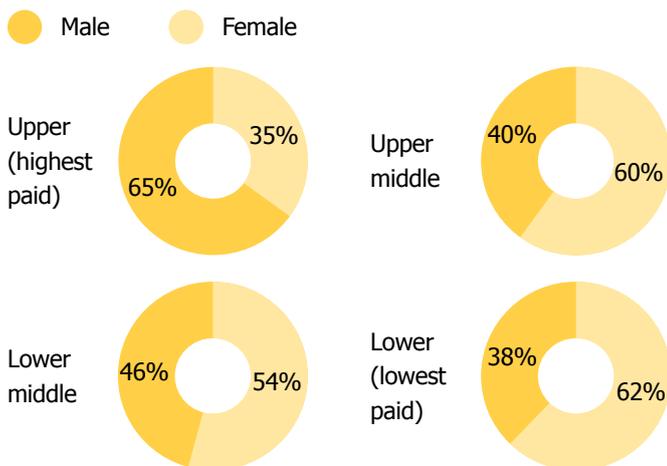
Our figures for 2017

All UK employees, including temporary and permanent

Pay - hourly rate

Median **22.65%** Mean **27.60%**

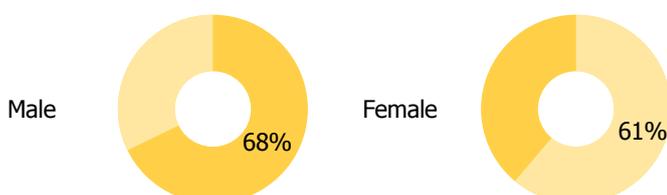
Proportion of employees according to quartile bands



Bonus pay difference between men and women

Median **69.64%** Mean **66.60%**

Percentage of males / females receiving a bonus payment



Did you know?

- Lorien's overall gender pay gap is 22.65%. For our permanent employees, it's 38.2%.
- Just over 50% of Lorien's employees are female. They are under-represented in senior management roles and this is the main reason for our gender pay gap.
- Within our organisation, we have fewer women than men in sales roles that attract high bonus payments. We also have a larger number of women working in roles that don't include bonus payments - such as support and administrative functions - which further increases the bonus gap.
- The technology sector is 75% male and has an average pay gap of 25%*.

Permanent employees only

Median / mean hourly pay gap	38.20 / 36.09%
Median / mean bonus pay gap	63.68 / 61.00%
% males / females receiving a bonus payment	87.72 / 71.07%
Upper quartile (male / female %)	77.36 / 22.64%
Upper middle quartile (male / female %)	45.28 / 54.72%
Lower middle quartile (male / female %)	45.28 / 54.72%
Lower quartile (male / female %)	30.77 / 69.23%

Temporary employees only

Median / mean hourly pay gap	-7.21 / -27.65%
Median / mean bonus pay gap	-122.51 / -99.21%
% males / females receiving a bonus payment	18.18 / 44.29%
Upper quartile (male / female %)	26.32 / 73.68%
Upper middle quartile (male / female %)	45.00 / 55.00%
Lower middle quartile (male / female %)	35.00 / 65.00%
Lower quartile (male / female %)	52.63 / 47.37%

*Mercer, <https://www.uk.mercer.com/our-thinking/the-gender-pay-gap-in-uk-tech-sector.html>

How we are building an inclusive business

We are committed to creating an inclusive and diverse business built on trust and the following initiatives support our goals:

1. Team Cohesion - our Diversity and Inclusion Group

Team Cohesion promotes a united, inclusive working environment by informing, educating and increasing exposure to diversity and inclusion amongst our people and our clients. Team Cohesion creates employee networks to ensure that our people are supported and encouraged to bring their authentic selves to work.

Lorien has teamed up with onezeero. – Impellam Group's specialist staffing brand focussed on the tech sector – to establish Cultivating Career Equality, a shared initiative that aims to challenge outdated thinking, unfair treatment and prejudice. Our campaign will address the misconceptions surrounding recruitment and sales environments, in order to attract and retain more women in our sales and leadership roles.

2. Championing diversity at entry level

We are focussed on creating an inclusive environment at all levels of the organisation, however, championing diversity at entry level will be a key part of ensuring that we are attracting the next generation of diverse talent to our business.

We will ensure that our internal recruiters build candidate networks across all segments of the population, including advertising opportunities on a wider range of social media and recruitment platforms to ensure that they are visible and accessible to a diverse pool of candidates.

D&I training will become even more embedded in our organisation and diversity awareness will form part of our induction process. All employees with responsibility for interviewing candidates will undergo unconscious bias training to ensure that they consider every applicant fairly and equally.

3. Developing a culture of Virtuosity

We continue to invest in our Virtuoso programme which recognises that it is our managers who make the difference in building trust, relationships and better futures for our clients and our people. This focus on Virtuosity is central to our strategy and frees our managers from conventional thinking so they see new possibilities enabling our people to thrive.

4. Addressing unconscious bias

All our people take and have access to training via our online learning system to help our people understand, identify and address unconscious bias. We also offer this training to our customers as and when appropriate. We will attract and hire more women into our business, especially into sales and senior roles, through inclusive bias-free recruitment practices such as maintaining gender neutrality in all of our job specifications and avoiding gender biased terminology. This will help ensure that applicants receive encouragement at every stage of the application and recruitment process, and are not deterred from pursuing career opportunities within the industry.

5. Facilitating conversations around flexible working

We are an inclusive business, and we encourage flexibility, including part-time work and home working. We hold conversations with managers through Open Blend, our coaching and development platform which enables us to explore whether personal ambitions are being met, as well as business objectives. By addressing the whole person, we will create a more engaged, productive workforce that allows our people to be the best versions of themselves.

How we are building an inclusive business

6. Mentoring for success

Our mentoring programme provides a framework through which our people have access to business mentors who support them with their career and business goals. The programme involves pairing with a senior mentor and provides a platform for conversation, challenge and debate. Through our mentoring scheme we offer support to our female professionals, ensuring that they have positive role models and are encouraged to pursue career opportunities. We aim to enable more women to progress to senior management levels through mentoring.

7. Clear career paths

It is important to us that our people have a clear understanding of the career paths available to them and are openly encouraged and supported to reach their full potential. All Lorien people have a clear career path and we ensure that opportunities are available to all.



