

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 2020 gender pay gap report. It enables us to reflect on changes in our organisation over the past 18 months. As well as allowing us to show the steps we have made to reduce our gender pay gap since our last report in 2018.

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.

In 2017, 2018 and 2019 we launched our new security, catering and social housing services businesses - Amulet, Radish and Chequers respectively. These were important milestones for Churchill, underpinning our strategy for the future, with a clear vision for the next five years.

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**.

As an organisation, we are passionate about the sustainability of our planet, and building sustainable supplier partnerships. Reducing single-use plastics has become a key part of our sustainability journey, spearheaded by our shift to PVA water soluble cleaning sachets in 2019. This has saved over 24 metric tonnes of plastic waste across the business in 12 months, the same plastic waste as over 550,000 of empty 2l Coca Cola bottles put together.

We are committed to our **Always Put People First** value, which includes creating a diverse and inclusive workplace. To support this, we have appointed a dedicated Wellbeing, Diversity and Inclusion Manager, responsible for leading Project Mosaic (our D&I project). Key achievements of Project Mosaic so far include the first Churchill D&I survey and the creation of a Mosaic committee encompassing employee champions from across the business. Upcoming initiatives include the launch of an employability programme to support dis-engaged members of the community back into employment, as well as focusing on employee's mental wellbeing, through the implementation of a Mental Health First Aid network.

It's important for us, to help charities and causes in the communities in which we work. To support this, we recently launched our **'We Back You'** campaign. This initiative aims to give back to society at the same time recognising employees giving up their time to do the right thing.

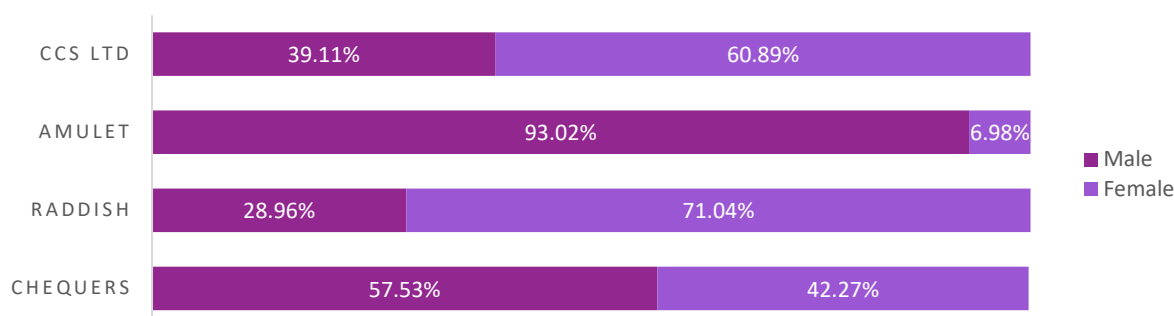
Our **ElevateMe** development framework has been designed to support the career paths of our people. It enables employees to develop a solid foundation and understanding of how we work within Churchill, as well as achieving an industry recognised accreditation. The programme will be open to both existing and new employees who wish to further develop their careers or achieve recognition for their experience.

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 later phases of development will enable us to seamlessly interface with our clients' systems creating transactional ease.

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



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 (2020)	Median (2020)
Churchill Contract Services (CCS) Ltd	0.72%	1.81%
Amulet	-2.32%	-13.96%
Chequers	4.71%	1.32%
Radish	10.73%	17.43%

The above results reflect the following:

- A reduction in our Mean Gender Pay Gap within CCS of **2.81%** since our last annual report in 2018. This is because we have actively recruited or promoted more females into senior level positions that sit within the upper middle and upper quartiles.
- Our Median Gender Pay Gap within CCS has increased very slightly by 0.12% to **1.81%**, this is still considerably lower than the UK National Median Gender Pay Gap of 15.5% (*source ONS*).

Our Gender Bonus Gap Results

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	46.99%	14.67%
Amulet	75.05%	43.75%
Chequers	0%	0%
Radish	38.26%	38.26%

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

	Male (2020)	Female (2020)
Churchill Contract Services (CCS) Ltd	2.12%	1.26%
Amulet	8.61%	9.76%
Chequers	0%	0%
Radish	1.35%	0.28%

The data above shows for our core Churchill business, the number of women that received a bonus has improved by 0.19% which is greater proportionality than the male increase (0.16%).

This means that the % of overall bonus payments awarded across the company has reduced, since we reported in 2018. In the main, it remains the case that men continue to fulfil roles that typically attract commission/bonuses (Sales roles etc.)

For our Amulet business we have seen the % bonus paid to women increase from 0% in 2018 to 9.76% in 2020, compared to the male population where we have seen an increase of 5.61%. This is a result of having more females fulfilling senior roles within our security division.

Pay Quartiles

This is the percentage of male and female employees in four quartile pay bands (dividing our workforce into four equal parts).

	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	44.35%	55.65%	41.62%	58.38%	40.59%	59.41%	33.63%	66.37%
	<i>Difference of hourly pay (mean) – 3.31%</i>		<i>Difference of hourly pay (mean) – -0.13%</i>		<i>Difference of hourly pay (mean) – 0%</i>		<i>Difference of hourly pay (mean) – -0.40%</i>	
Amulet	89.04%	10.96%	90.48%	9.52%	96.60%	3.40%	95.92%	4.08%
Chequers	52.99%	47.01%	64.96%	35.04%	59.48%	40.52%	53.45%	46.55%
Radish	48.82%	51.18%	20.31%	79.69%	11.72%	88.28%	35.16%	64.84%

The overall proportion of males and females within CCS Ltd is 39.11% male and 60.89% female and 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 12.19% less than the national average.

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It's great to see a positive trend developing from our 2020 data that saw more females moving into the upper (up 2.56% from 2018 to **55.65%**) and upper middle (up 6.52% from 2018 to **58.38%**) quartiles.

Summary

We are extremely pleased to report that since the publication of our last report in 2018, our mean gender pay gap for CCS Ltd has decreased by 2.81% to **0.72%**.

We believe this is a direct result of:

- 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 our '5 minutes with...' female only blogs

Looking to the future, our ambition is to:

- Develop and implement clearly defined career development and advancement opportunities – through our ElevateMe programme
- Continue to pay our apprentices the full market rate, not the apprentice rate
- 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
- Updating our family-friendly policies
- Keep fostering a culture of flexible/hybrid working practices to ensure that we attract and retain our employees

These initiatives and actions are focused on improving the representation of females in senior roles and forms an integral part of our diversity and inclusion strategy.

This strategy also supports 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.

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

Joel Briggs
Chief Executive Officer
October 2021