



**culina**GROUP

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Gender Pay 2019

# Culina Group Statement

At Culina Group, we understand the positive impact gender parity will have on the world in which we operate, our industry, our clients and our colleagues.

As a solutions-driven business, our people are focused on improving performance and getting the best results for our clients. This mindset fuels our ambition to break down gender barriers, encouraging greater diversity and a truly inclusive culture within our business and the wider industry.

In our UK Gender Pay Gap Report 2019, we are pleased to see continued positive movement in the numbers. It is well-documented that increased diversity will deliver wide-reaching benefits for everyone; however, like many of our peers, we recognise that sustained progress takes time.

At Culina Group, a fundamental challenge to recruiting women at senior levels is the lack of women operating at this level in our industry. As a result, we have focused our approach on developing our internal talent pipeline. We remain committed to identifying solutions that drive positive change at every level of our organisation and over the years we have seen a gradual increase in women progressing in the business.



# Culina Group Statement

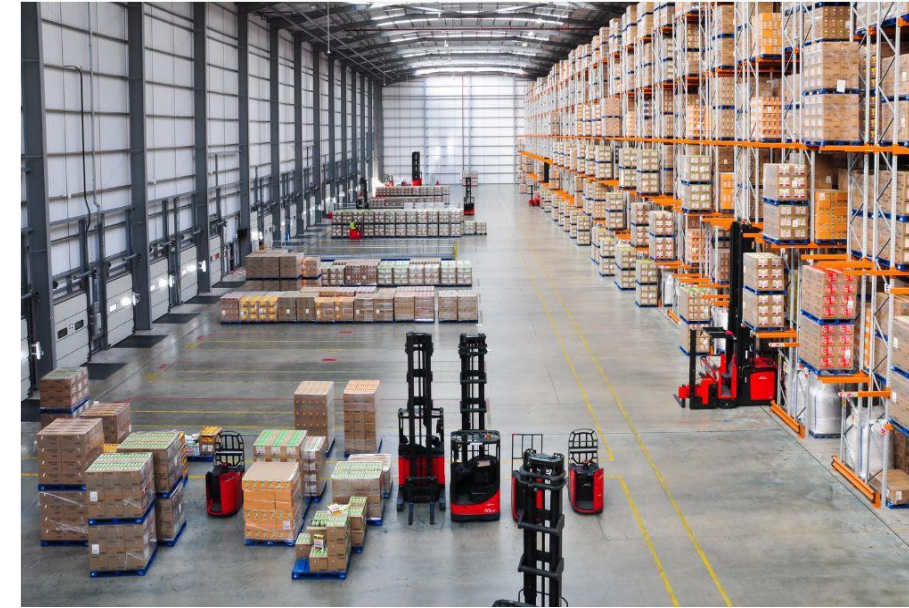
Creating a diverse workforce enables us to foster cognitive difference: a rich variety of ideas, perspectives and experiences, fuelling innovation and creativity. The Logistics industry has long been male dominated, yet if you are seeking the best talent, as we are, we need to ensure we have a culture that also attracts and retains the best female talent.

Through engaging recruitment programmes we are committed to recruiting women in our business to develop, grow and succeed at Culina Group.

As we enter a new decade there can be no complacency. We continue to identify ways to attract and retain the best women and remain dedicated to fostering a culture that provides all our colleagues with a platform to achieve their full potential.



Richard Berry  
Group HR Director



# Gender pay gap reporting explained

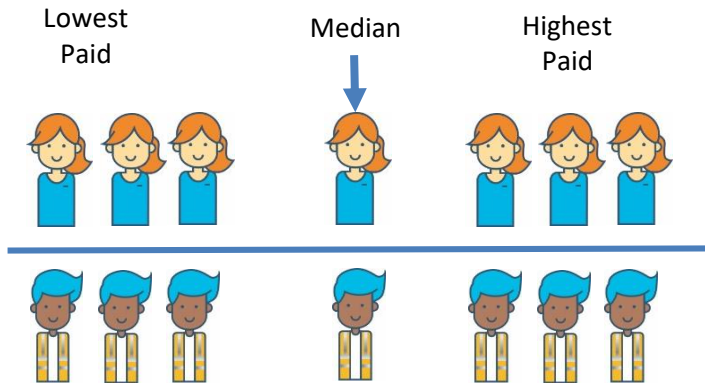
The gender pay gap shows the difference in the average hourly rate of pay between women and men in an organisation, expressed as a percentage of the average male earnings. A gender pay gap can be driven by a number of factors including, crucially, a lack of females in senior positions. It is important to note that this is different to the issue of equal pay – namely the legal requirement to pay men and women the same for equal work – which is governed by the Equality Act.

Organisations must follow the [calculation methodology](#) set out by the Government Equalities Office to report their mean and median gender pay gap, bonus gap, and distribution across pay quartiles.

## Median Pay Calculation

## Distinguishing between median and mean

## Mean Pay Calculation

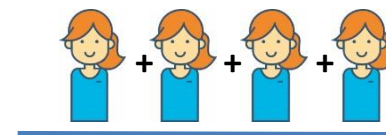


The median is the figure that falls in the middle of a range when the average hourly rate of all relevant employees are lined up from largest to smallest.

The median gender pay gap is calculated based on the difference between the middle employee in the range of male wages and the middle employee in the range of female wages.

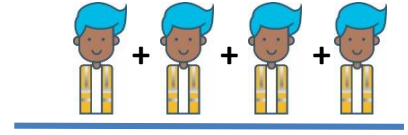
Sum of **women's** hourly rate of pay

Sum of **Male's** hourly rate of pay



Total number  
of **women**

**V's**



Total number  
of **Males**

The mean is calculated by adding up the wages of all relevant employees and dividing the figure by the number of employees. The mean gender pay gap is calculated based on the difference between mean male pay and mean female pay.

# Our Calculations – How we measure the gap

All pay calculations are based on the relevant pay period that includes 5 April 2019, with 5 April being the snapshot date, and bonuses from the previous 12 months. The data is split up into each business unit that is in scope for the report and relevant employees. Relevant employees do not include those on reduced or nil pay, such as those on long-term sick leave, special leave or maternity leave. Relevant employees do not include those employed by an agency, personally contracted or inbound assignees.



**PAY**

Ordinary pay includes base pay, paid leave, shift pay, supplements and allowances. An employee's hourly pay rate is calculated on their post salary sacrifice pay in line with the Regulations.

The gender pay figures are based on full pay relevant employees only – these are employees who were employed on the snapshot date and were being paid at their full rate of pay.



**BONUS PAY**

Under the Regulations, bonus pay refers to remuneration in the form of money, vouchers or securities that relate to profit sharing, productivity, performance, incentive or commission.

# Our Results 2019

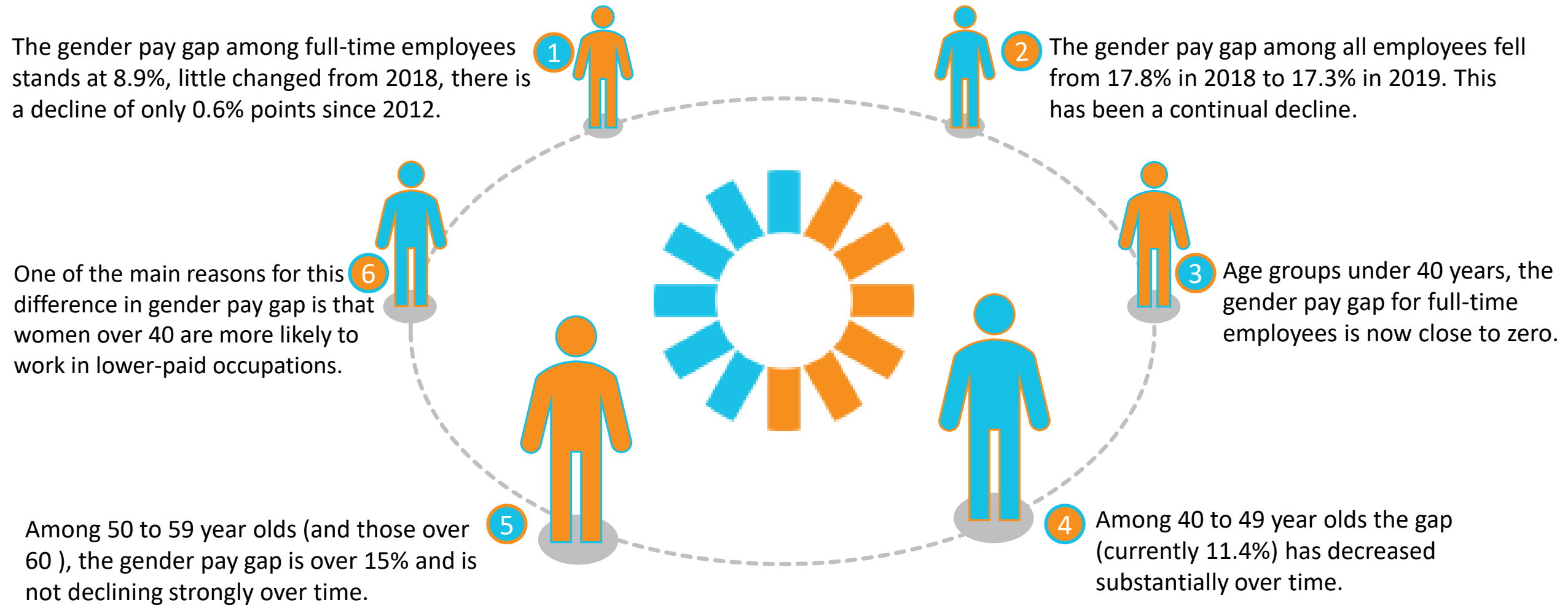
There are a few key factors that influence the top headline numbers – from the percentage of women in leadership positions, to the gender makeup of specific teams in the business...such as Operations, which is majority male, and customer service and finance, which are majority female. We are though confident that for equivalent roles, men and women are paid the same.

	Culina	Great Bear	CML	IPS	Warrens
Mean Gender Pay Gap	3.0%	-1.0%	2.6%	0.31%	24.4%
Median Gender Pay Gap	-1%	4.7%	6.5%	0.06%	37.3%
% of Males Receiving Bonus	6.07%	10.0%	86%	2%	40%
% of Females Receiving Bonus	0.38%	20.8%	32%	7%	66%
Mean Bonus Gender Pay Gap	68.8%	-5.2%	31.1%	25.18%	-29%
Median Bonus Gender Pay Gap	0%	79%	31%	6.64%	33%

	Culina		Great Bear		CML		IPS		Warrens	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Upper Quartile	88.00%	12.00%	84%	16%	74.4%	25.6%	90%	10%	92%	8%
Upper Middle Quartile	90.01%	9.90%	97%	3%	89.9%	10.1%	75%	25%	96%	4%
Lower Middle Quartile	97.06%	2.40%	79%	21%	78.5%	21.5%	90%	10%	78%	22%
Lower Quartile	82.09%	17.10%	83%	17%	63.3%	36.7%	96%	4%	59%	41%



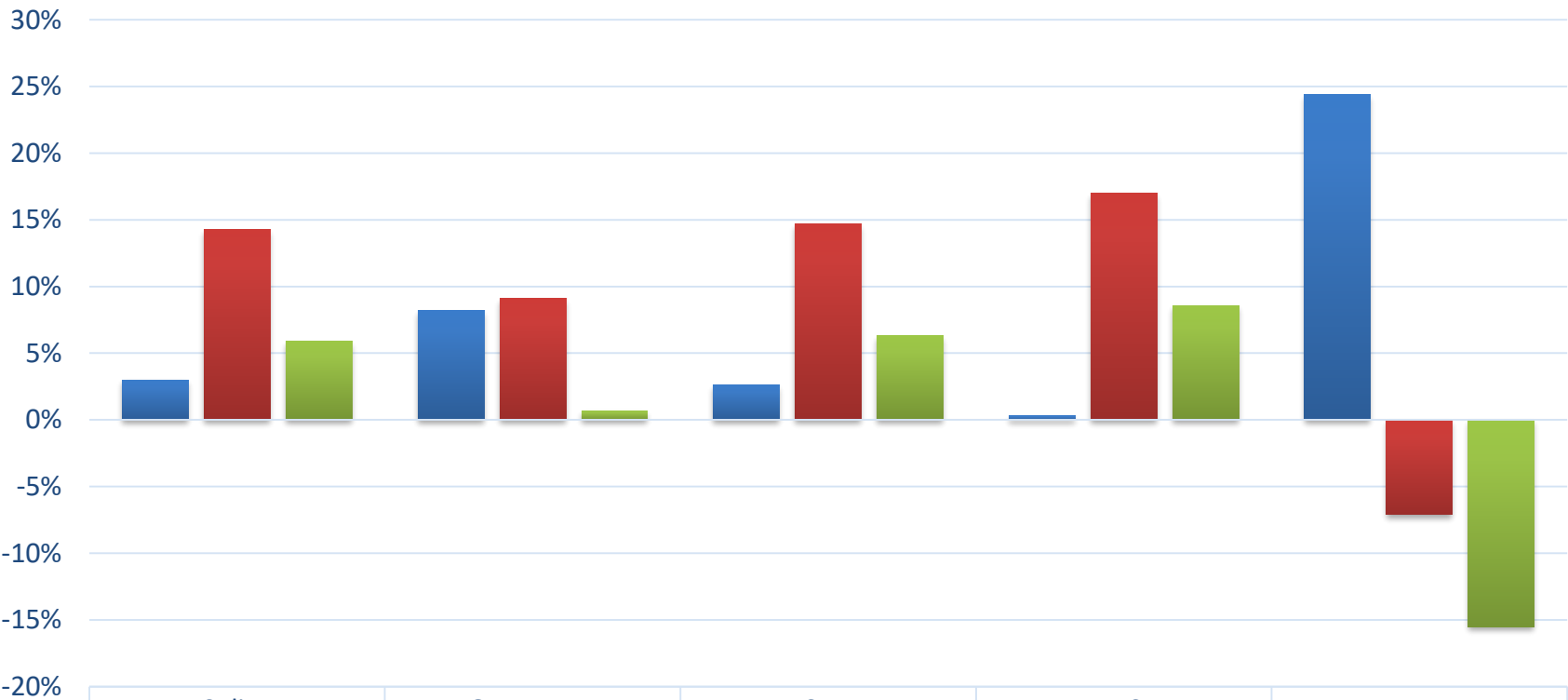
# National Gender Pay Gap



# Culina Group V's National Gender Pay Gap 2019



National Gender Pay Gap 2019



- Culina Group Mean Gender Pay
- Culina V's National Gender Pay 2019 all 17.9%
- Culina Group V's National Gender Pay 2019 Full Time 8.9%

	Culina	Great Bear	CML	IPS	Warrens
	3%	8.2%	2.6%	0.31%	24.40%
	14.30%	9.10%	14.70%	16.99%	-7.10%
	5.90%	0.70%	6.30%	8.59%	-15.50%






# Explaining the numbers

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The gender pay gap is influenced by the distribution of male and female employees across the organisation. A higher proportion of men in senior posts combined with a higher proportion of women in less senior posts will typically drive a gender pay gap within an organisation.

At Culina Group we recognise there are multiple factors that explain our gender pay gap, including:

-  Seniority - There are more men than women in senior roles within the business. At the same time, we have more women than men in less senior roles.
-  Role specialisation - Within our business lines we have highly paid specialised roles which have traditionally been male dominated.
-  Industry perception - Logistics industry is a career option for a very specific type of person is a real challenge, it's hard to escape the impression that roles primarily involve moving and lifting

We recognise that further improvement is necessary and we have strategies and programmes in place to help us ensure we recruit, develop, promote and reward more women to help achieve our diversity and inclusion goals. These include measures designed to address gender balance in all roles across all levels within the organisation, which will, over time, mitigate our gender pay gap.

# Culina Group Commitment

Our vision is to be an organisation that meets the aspirations of an increasingly diverse customer base through diversity in the workplace and an inclusive culture where our people can be their authentic selves.

Our strategy to deliver the vision is to:

- ☀️ Create a culture of respect;
- ☀️ Drive progressive HR policy, benefits and support;
- ☀️ Increase diversity in the leadership team and organisation;
- ☀️ Leverage our employee-led networks to support the change and
- ☀️ Offer development and career opportunities at all levels of the business





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I confirm that the data and information presented in this report are accurate and meet the requirements of the UK Equality Act 2010  
(Gender Pay Gap Information) Regulations 2017.

Richard Berry

A handwritten signature in black ink, appearing to be 'RB' followed by a stylized flourish.

Group HR Director