

UK GENDER PAY REPORT 2018

Interserve



Interserve is one of the world's foremost support services, construction and equipment services companies. We aim to be a great place to work for our employees where everything we do is shaped by [our core values](#).

This is the second year where Interserve has published its UK gender pay gap in line with UK Government requirements. In this report we are publishing the data for 24 employing entities of which 6 entities are being reported on voluntarily¹. Additionally we have included the figures for 'One Interserve'; a new set of figures which provides an overall view of the company by combining the data from all UK entities.

Since we last reported the business has embarked on a major change programme; Fit for Growth - a phased review of our strategy and performance across Interserve.

The organisation is currently in the process of aligning all of our central functions together under the 'One Interserve' vision with the aim to provide a more cohesive and joined up approach to our diversity and inclusion agenda, as well as opportunities to address our gender balance and representation issues.

Due to having a multifaceted business, the entities we have reported on display diverse statistics as the employees they traditionally attract vary across the divisions. It should also be noted that the company wide annual bonus scheme payments that were awarded this year were delayed and therefore fell outside of the 'relevant bonus period' (6 April 2017 - 5 April 2018). As a result, the company's annual bonus payments were not included in this year's gender pay gap reporting figures. The bonus data displayed throughout this year's results relate to the other local and smaller bonus arrangements that continue to be awarded.

One Interserve

This year we have captured the wider picture, bringing together all of the data from our divisional entities as part of our 'One Interserve' approach. Within the UK Interserve has a 51% - 49% male-female split. These figures display a median gender pay gap of 26.3% and a median bonus gender pay gap of 61.9%.

The gender pay gap at Interserve highlights a gender balance issue particularly in more senior roles and sectors traditionally dominated by males, it is not an equal pay issue. The 61.9% median bonus gender pay gap is present due to the majority of the payments made were to male operatives and Engineers. These roles attract a higher base salary than the roles where we have paid bonuses to women in predominantly administrative and cleaning roles. Where we made bonus payments to administrators and cleaners, payments to men and women were comparable.

As previously mentioned, the company wide annual bonus scheme payments fell outside of the 'relevant bonus period' this year. The timing of these payments means that as a company we will not be able to compare on a like-for-like basis in regards to the 'One Interserve' bonus figures this year or next.

The make-up of our workforce and the nature of the sectors in which we operate in impacts our gender pay gap and gender bonus pay gap. We know more needs to be done to close our gender pay gap and we have several activities and initiatives underway to achieve this.

Interserve Group Centre

Group centre has a 65% - 35% male - female split, with a median gender pay gap of 10.5%. No bonuses were awarded in this population during the 'relevant bonus period', so there is no median bonus gender pay gap to report.

The median gender pay gap in this division has decreased by 3.4% due to a number of female appointments into senior roles, including our first female chief executive, Debbie White.

¹ We report on our five Community Rehabilitation Companies (CRCs), three of which employ fewer than 250 people, to keep the CRC data together. We also report on three other entities which have less than 250 employees: Sencia Limited, ILE Corporate Services Limited and Interserve Working Futures Limited. This is to provide a better representation of our Citizen Services division.

Support Services

Support Services, which is our largest division, focuses on the management and delivery of outsourced operational activities. It has a relatively even split between genders with 52% male and 48% female. The median gender pay gap is 28.4%. The division's median bonus gender pay gap is 66.3%.

This gap exists due to the majority of senior colleagues in this division being male, which impacts our gender pay gap across the division. This difference is most prevalent in the defence and industrial sectors, where historically roles have typically been seen, within wider society, to attract more men.

Our Citizen Services business, which delivers frontline public services in the welfare, skills, healthcare and justice markets, has a median gender pay gap of 7.6%. The division has a median bonus gender pay gap of 17.9%. Citizen Services has a 21% - 79% male - female split overall, with a 24% - 76% male - female split in the upper quartile pay band, showing many more women occupying senior positions in the division compared to other parts of the Group.

Construction & Equipment Services

Construction is our second largest business, which has an 83% - 17% male-female split. The division has a median gender pay gap is 31.4%. The median bonus gender pay gap is -115.8%.

The bonus gender pay gap figures displayed for construction are particularly unusual due to a small number of women receiving a large bonus, whereas bonuses awarded to the male employees were more varied.

RMD Kwikform (RMDK), Interserve's equipment services business which provides engineering solutions in the specialist field of temporary structures has seen an increase in its median pay gap compared to last year, rising by 6.5% from 9.0% to 15.5%, whilst the Office for National Statistics reports a median pay gap of 11.2% within the profession of Civil Engineers in the UK. Rather than a series of targeted changes to existing employee pay levels, these changes are attributable to a more organic process of employee turnover and replenishment, with male employee chngaround being most pronounced.

In terms of employee comings and goings, RMDK notes an additional 14 males and 5 fewer females compared to last year, resulting in an 82% - 18% male - female split overall. This gender split has not changed from last year's report.

The overall results for our construction and equipment services reflect an inherent general trend; that companies within the construction and engineering sector attract more men than women. This consequently ensures less women within the senior roles whose salaries influence the pay gap most significantly, simply because fewer women present for recruitment opportunities than men. Our construction and engineering business is no different, with every pay quartile reporting a large majority of males compared to females, not just in the upper quartile.

Despite this backdrop we are committed to a non-gender biased recruitment procedure for assessing prospective candidates and to paying current employees a competitive salary for their profession and level of experience, regardless of their gender. In addition to this we are members of WISE; a campaign for gender balance in science, technology & engineering. Through this campaign we are encouraging young women in the early stages of their career to join the sector.

MOVING FORWARD

As part of our major change programme 'Fit for Growth' we are looking at how we reorganise the business, which in part will deliver a one HR team for Interserve, ensuring the same standards, processes, policies and governance are used across the business. A detailed review of our employee strategy will look at our employee experience for the entire workforce as we move into 2019, ensuring we are driving a consistent 'One Interserve' culture.

We are also about to launch our employee engagement survey to obtain feedback data allowing us to gain an insight into our employees' experience whilst working for Interserve. This data along with our Fit for Growth programme will allow us to launch underpinning activities to make the changes we need throughout the business.

We will continue to audit recruitment and training practices across the divisions to ensure they are free of bias and to seek equal gender balance throughout all recruitment. We insist on diverse recruitment shortlists and track gender balance in our headcount data and succession planning. In addition we are continuing to address gender imbalances in those training for management roles.



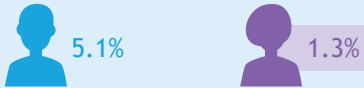
Debbie White, CEO

Pay and bonus difference between women and men

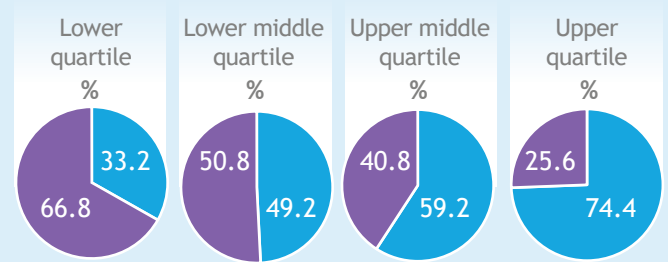
	Mean	Median
Pay	31.0%	26.3%
Bonus	69.8%	61.9%

This chart, and those of the other legal entities below, show the percentage by which women's average hourly pay and bonus pay is lower compared to men.

Proportion of employees receiving a bonus in 12 months preceding 5 April 2018



Pay quartiles across the legal entities' employees at 5 April 2018



ACROSS BUSINESS DIVISIONS

The regulations ask for data on employing legal entities in the UK which have more than 250 employees. Here are some collective results from the entities split into our five divisions:



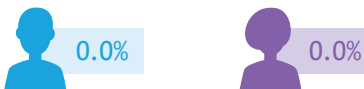
Interserve Plc Interserve Plc 248 relevant employees

Pay and bonus difference between women and men

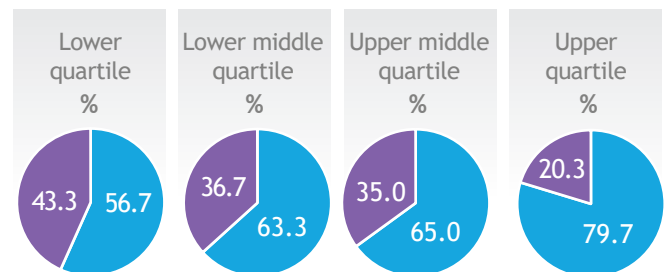
	Mean	Median
Pay	10.7%	10.5%
Bonus	0.0%	0.0%

This chart, and those of the other legal entities below, show the percentage by which women's average hourly pay and bonus pay is lower compared to men.

Proportion of employees receiving a bonus in 12 months preceding 5 April 2018



Pay quartiles across the legal entities' employees at 5 April 2018



Support Services Combined Results (10 entities) Support Services has 35420 relevant employees

Pay and bonus difference between women and men

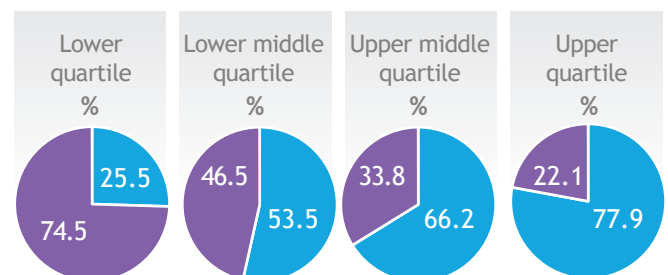
	Mean	Median
Pay	26.3%	28.4%
Bonus	74.1%	66.3%

This chart, and those of the other legal entities below, show the percentage by which women's average hourly pay and bonus pay is lower compared to men.

Proportion of employees receiving a bonus in 12 months preceding 5 April 2018



Pay quartiles across the legal entities' employees at 5 April 2018



ACROSS BUSINESS DIVISIONS

Citizen Services Combined Results (10 entities)

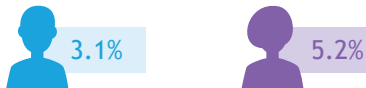
Citizen Services has 3386 relevant employees

Pay and bonus difference between women and men

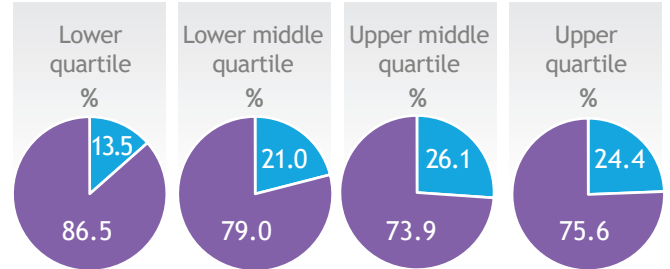
	Mean	Median
Pay	5.7%	7.6%
Bonus	68.0%	17.9%

This chart, and those of the other legal entities below, show the percentage by which women's average hourly pay and bonus pay is lower compared to men.

Proportion of employees receiving a bonus in 12 months preceding 5 April 2018



Pay quartiles across the legal entities' employees at 5 April 2018



Construction Combined Results (2 entities)

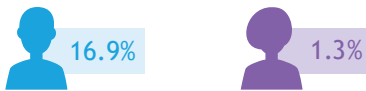
Construction combined has 2208 relevant employees

Pay and bonus difference between women and men

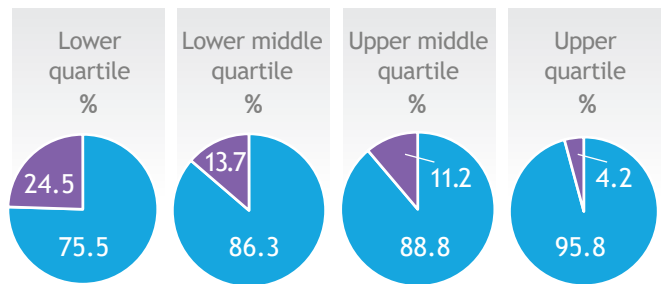
	Mean	Median
Pay	31.8%	31.4%
Bonus	-91.2%	-115.8%

This chart, and those of the other legal entities below, show the percentage by which women's average hourly pay and bonus pay is lower compared to men.

Proportion of employees receiving a bonus in 12 months preceding 5 April 2018



Pay quartiles across the legal entities' employees at 5 April 2018



RMD Kwikform Limited

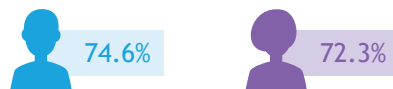
RMD Kwikform has 295 relevant employees

Pay and bonus difference between women and men

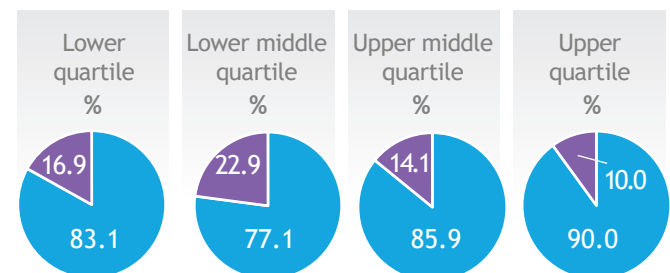
	Mean	Median
Pay	24.0%	15.5%
Bonus	68.2%	31.7%

This chart, and those of the other legal entities below, show the percentage by which women's average hourly pay and bonus pay is lower compared to men.

Proportion of employees receiving a bonus in 12 months preceding 5 April 2018



Pay quartiles across the legal entities' employees at 5 April 2018



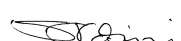
GENDER PAY KPIs 2018

Division	Business Entity	Number of Relevant Employees in Entity	Pay		Bonus				Lower Quartile Pay Band		Lower Middle Quartile Pay Band		Upper Middle Quartile Pay Band		Upper Quartile Pay Band	
			Mean Gender Pay Gap %	Median Gender Pay Gap %	Mean Bonus Pay Gap %	Median Bonus Pay Gap %	% of Males Received Bonus	% of Females Received Bonus	Male %	Female %	Male %	Female %	Male %	Female %	Male %	Female %
One Interserve	One Interserve	41924	31.0	26.3	69.8	61.9	5.1	1.3	33.2	66.8	49.2	50.8	59.2	40.8	74.4	25.6
Group Centre	Interserve Plc	248	10.7	10.5	0.0	0.0	0.0	0.0	56.7	43.3	63.3	36.7	65.0	35.0	79.7	20.3
Support Services	Interserve (Defence) Ltd	1189	27.9	27.7	0.0	0.0	0.0	0.0	49.3	50.7	62.4	37.6	75.9	24.1	87.2	12.8
	Interserve (Facilities Management) Ltd	17472	24.8	23.2	50.3	0.0	0.8	0.5	30.1	69.9	49.1	50.9	57.3	42.7	75.7	24.3
	Interserve Catering Services Ltd	1668	20.7	11.1	0.0	0.0	0.0	0.0	11.9	88.1	2.8	97.2	7.7	92.3	33.3	66.7
	Interserve FS (UK) Ltd	11051	15.5	14.9	39.2	53.2	0.3	0.1	47.3	52.7	48.7	51.3	61.5	38.5	71.8	28.2
	Interserve Industrial Services Ltd	863	27.2	25.2	77.2	72.1	38.8	4.7	88.6	11.4	92.9	7.1	97.8	2.2	97.8	2.2
	Interservefm Ltd	687	22.7	25.9	0.0	0.0	0.0	0.0	44.3	55.7	51.6	48.4	58.6	41.4	66.2	33.8
	MacLellan Management Services Ltd	633	8.7	6.7	100.0	100.0	0.3	0.0	47.7	52.3	44.2	55.8	69.8	30.2	51.2	48.8
	Interserve Integrated Services Ltd	363	25.1	6.4	0.0	0.0	0.0	0.0	17.6	82.4	14.9	85.1	41.9	58.1	43.2	56.8
	Interserve Security (Knightsbridge) Ltd	520	-16.5	-17.4	-60.7	-177.3	13.5	8.1	95.4	4.6	96.2	3.8	94.4	5.6	86.1	13.9
	Interserve Security (First) Ltd	974	2.0	1.1	-1.5	-70.0	10.7	14.3	90.8	9.2	92.2	7.8	92.7	7.3	91.3	8.7
	Support Services Combined Results (10 entities)	35420	26.3	28.4	74.1	66.3	3.1	0.4	25.5	74.5	53.5	46.5	66.2	33.8	77.9	22.1
Citizen Services	The Hampshire and Isle of Wight Community Rehabilitation Company Ltd	181	-5.6	-6.1	-100.0	-100.0	0.0	0.7	27.9	72.1	32.6	67.4	20.9	79.1	18.6	81.4
	The West Yorkshire Community Rehabilitation Company Ltd	314	3.3	6.7	0.0	0.0	0.0	0.0	7.8	92.2	35.5	64.5	50.6	49.4	19.7	80.3
	The Cheshire and Greater Manchester Community Rehabilitation Company Ltd	436	3.8	1.0	0.0	0.0	0.0	0.0	19.8	80.2	33.0	67.0	33.0	67.0	32.1	67.9
	The Merseyside Community Rehabilitation Company Ltd	231	6.6	9.0	0.0	0.0	0.0	0.0	12.5	87.5	25.0	75.0	28.6	71.4	23.6	76.4
	The Humberside, Lincolnshire and North Yorkshire Community Rehabilitation Company Ltd	230	7.6	0.6	100.0	100.0	1.4	0.0	28.6	71.4	30.4	69.6	21.4	78.6	39.3	60.7
	Interserve Healthcare Ltd	1410	7.6	7.7	-20.7	-41.4	7.7	3.9	11.5	88.5	12.4	87.6	13.9	86.1	15.8	84.2
	Interserve Learning and Employment (Services) Ltd	350	12.0	2.9	93.7	13.0	7.1	28.9	22.4	77.6	7.1	92.9	14.3	85.7	20.2	79.8
	ILE Corporate Services Limited	57	-1.0	-11.8	-100.0	-100.0	0.0	5.6	50.0	50.0	38.5	61.5	35.7	64.3	38.5	61.5
	Interserve Working Futures Limited	96	13.7	3.3	-299.3	-248.5	2.9	6.5	33.3	66.7	26.1	73.9	43.5	56.5	47.8	52.2
	Sencia Limited	81	6.7	2.7	16.6	16.6	7.1	1.9	26.3	73.7	38.9	61.1	36.8	63.2	38.9	61.1
	Citizen Services Combined Results (10 entities)	3386	5.7	7.6	68.0	17.9	3.1	5.2	13.5	86.5	21.0	79.0	26.1	73.9	24.4	75.6
Construction	Interserve Construction Limited	1937	33.3	32.0	-91.2	-115.8	17.5	1.4	73.7	26.3	84.3	15.7	88.9	11.1	95.4	4.6
	Interserve Engineering Services Limited	271	37.7	34.8	0.0	0.0	0.0	0.0	80.6	19.4	95.5	4.5	100.0	0.0	98.5	1.5
	Construction Combined Results (2 entities)	2208	31.8	31.4	-91.2	-115.8	16.9	1.3	75.5	24.5	86.3	13.7	88.8	11.2	95.8	4.2
RMD Kwikform	RMD Kwikform Limited	295	24.0	15.5	68.2	31.7	74.6	72.3	83.1	16.9	77.1	22.9	85.9	14.1	90.0	10.0

Statement We confirm that the information and data provided is accurate and in line with mandatory requirements.



Debbie White, CEO
on behalf of Support Services



Sally Cabrini
on behalf of PLC



Ian Hayes
on behalf of RMDK



George Franks
on behalf of Construction



Yvonne Thomas
on behalf of Citizen Services

