

**STANLEY**<sup>®</sup>  
Security



**STANLEY Security Solutions Ltd**  
Gender Pay Gap  
Report - 2017

FOR THOSE WHO MAKE THE WORLD SAFER

Stanley Security Solutions Ltd is required by law to publish an annual gender pay gap report. This is the report for the snapshot date of 5 April

Mean and median gender pay gap

	Mean hourly pay	Median hourly pay
Pay gap	26.65%	20.12%

Proportion of males and females in each quartile pay band

Quartiles	Male	Female
Lower	59.84%	40.16%
Lower middle	81.97%	18.03%
Upper middle	81.97%	18.03%
Upper	85.12%	14.88%

Mean and median gender bonus gap

	Mean Gender Bonus Gap	Median Gender Bonus Gap
Gender bonus gap	98.47%	73.37%

Proportion of males and females receiving a bonus payment

	Male	Female
Total	376	111
Those in receipt of bonus	115	19
% of male and female employees receiving a bonus	30.58%	17.11%

The figures set out above have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



**What are the underlying causes of the gender pay gap**

Under law, men and women must receive equal pay for:

- the same or broadly similar work;
- work rated as equivalent under a job evaluation scheme; or
- work of equal value.

There can be misperception between Gender Pay Gap and Unequal Pay:

GENDER PAY GAP	vs	UNEQUAL PAY
The difference between the median average of men's and women's pay as a whole.		Paying men and women differently for doing comparable work (illegal in the UK)

Stanley Security Solutions Ltd is committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability.

The Company has a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or any other characteristic set out above). As such, it:

- carries out an annual audit during the annual merit process to identify gaps and to adjust to market value.

Stanley Security Solutions Ltd is therefore confident that its gender pay gap does not stem from paying men and women differently for the same or equivalent work. Rather its gender pay gap is primarily the result of the roles in which men and women work within the organisation and the salaries that these roles attract.

Stanley Security Solutions Ltd is a provider, installer and manufacturer of security and life safety systems and historically across the UK economy as a whole in this sector, men are more likely to be in technical, sales and engineer based roles and as a whole, men are more likely than women to be in senior roles (especially very senior roles at the top of organisations), while women are more likely than men to be in support function roles at the lower end of the organisation.

The Skills for Security research carried out in July 2015 reports that the average make up of employers within the security industry is 92% male and 8% female.

Women are also more likely to work part time, and many of the jobs that are available across the UK on a part-time basis are relatively low paid. In addition, the majority of line manager and senior manager roles are held by men.

This can be seen above in the table depicting pay quartiles by gender. This shows the workforce divided into four equal-sized groups based on hourly pay rates, with the lower quartile including the lowest-paid 25% of employees and the upper quartile covering the highest-paid 25%.

Within Stanley Security Solutions Ltd, 60% of the employees in the lower quartile are men and 40% are women, primarily working in admin related roles as well as the 'blue collar workforce' (customer service/apprentices/production operators). This quartile also has the majority of part-time employees most of which are women, and it represents the largest proportion of female workers in the organisation. However, the percentage of male employees increases throughout the remaining quartiles, from 82% in the lower middle quartile to 85% in the upper quartile. The majority of employees in the upper quartile represents middle managers right through to the senior leadership team (National Account Managers/ General Manager/Directors). Just under 15% of employees in the upper quartile are female, all of whom are employed in a senior role and most have management responsibilities.

**The median pay gap for full time workers only in the UK is 9.4% (ONS).**

**How does STANLEY Security UK Ltd's gender pay gap compare with that of other organisations?**

The vast majority of organisations have a gender pay gap. The median gender pay gap for the whole economy (according to the December 2016 Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) figures) is 18.1%

The median pay gap for full time workers only in the UK is 9.4% (ONS).

A point to note when carrying out the calculations for the report is that the data for calculating hourly pay rates incorporates 26 employees who are eligible for a monthly car allowance, and also includes commission to sales representatives and standby/call out to Engineers and this will therefore have skewed the results. Similarly some of the lower pay rates are for apprentices within the business.

The median gender bonus gap is 73.4%, which is reflective of a predominantly male sales team, earning bonus as well as commission and the higher percentage of men holding senior roles.



**Actions to address the gender pay gap**



**Introduction**

While Stanley Security Solutions Ltd's gender pay gap is currently broadly in line with the UK economy as a whole, it is a subject which the Company is not complacent about and it is committed to doing everything that it can to reduce the gap. The Company recognises that its scope to act is limited in some areas, however director level and the senior management team are aware of this gap and committed to taking actions to reduce it. Below are some of the areas the Company will focus on over the next few years and some of the measures already in place to start to reduce the gender pay gap, which will need time to take effect before an impact is made.

**1. Diversity & Inclusion**

**a. Women's Network**

As part of its Diversity & Inclusion agenda, the company has launched Women's Network and events have already taken place. The purpose of this network is to provide women across the Organisation an environment where they are empowered to pursue career advancement opportunities, achieve leadership positions and have access to resources to support their professional development. This is strongly supported by the President, James Loree and is a key focus of the European Diversity and Inclusion Board. As part of this agenda, the following actions have been put in place:

- Global Diversity and Inclusion Program Manager has been appointed to drive the diversity agenda.

- A commitment to interviewing a diverse selection of candidates for every role, see below.

**b. Catalyst Partnership**

The Company has identified a partner, Catalyst who are a global NGO actively supporting organizations to work on diversity, but even more to drive change to create inclusive workplaces. This partnership will enable us to support our D&I goals in 2018.

**c. Unconscious Bias Training**

In line with the Global Stanley Black and Decker Diversity and Inclusion plan, we will roll out Unconscious Bias training to all associates, with specific Manager and HR Training, this is to raise awareness and manage any internal unconscious bias which exists.





**2. Recruitment and Selection**

The Company is currently reviewing its recruitment procedures along with career development opportunities. The Company is particularly keen to attract and recruit more female technicians, project managers and sales representatives as well as female managers.

The company aims to attract more females to its apprenticeship scheme by shifting from a traditional engineering background, which attracts more males to a more IT focused skills set, which attracts a more diverse pool of apprentices. If we are successful in increasing the number of female apprentices within the business, this may initially have an adverse impact on our gender pay figures, given that apprentices attract low salaries, but in the longer term our ambition is to increase the proportion of female employees in the higher earning quartiles.

Currently within the security industry, encouraging females of any age or experience into the sector is a real challenge. In reviewing our recruitment procedures, the Company is reviewing how it sources candidates, using external agencies that attract a diverse range of candidates as well as using social media, and will continue to drive a practice of having diverse interview panels, with both male and female interviewers. It is important to demonstrate that there is a viable career path within the Security Industry irrespective of gender. However this can be challenging, with few women in senior positions across the sector. The Company will also continue to explore working with Universities and Schools to raise the profile of the Security industry and what it has to offer to women.

Stanley Security also plans to roll out training for Line Managers and Senior Managers on unconscious bias when recruiting and promoting employees into roles within the business.

**3. Creating an evidence base**

To identify any barriers to gender equality and inform priorities for action, the Company will operate gender monitoring to understand:

- the proportions of men and women applying for jobs and being recruited;
- the proportions of men and women applying for and obtaining promotions;
- the proportions of men and women leaving the organisation and their reasons for leaving;
- the numbers of men and women in each role and pay band;
- take-up of flexible working arrangements by gender and level within the organisation;
- the proportion of men and women who return to their original job after a period of maternity or other parental leave; and
- the proportion of men and women still in post a year on from a return to work after a period of maternity or other parental leave.

**4. Target**

The Company will also consider setting a year on year aspirational target for hiring and promoting females, whilst ensuring compliance with our obligations under the Equality Act 2010 around positive action.

**5. Reviewing family friendly and flexible working policies**

Stanley Security Solutions Ltd is committed to offering the opportunity to all employees regardless of role or seniority the opportunity to be considered for flexible working arrangements on application. The Company wants to offer the right working environment to allow all employees the opportunity to have a successful career regardless of working pattern.

None of these initiatives will, in themselves, remove the gender pay gap and the Company recognises it may be several years before some have any impact at all.

In the meantime, Stanley Security Solutions Ltd is committed to reporting on an annual basis on what it is doing to reduce the gender pay gap and the progress that the Company is making. We recognise there is a gap, which we are taking very seriously and are committed to reduce this over the next few years through the positive initiatives outlined above.

Any further initiatives launched throughout the year will be reported in next year's report.

I, Stephanie Merrifield, Regional HR Director, confirm that the information in this statement is accurate.

Signed

29 March 2018

