

Gender Pay Gap Report 2016/2017



Approach to diversity

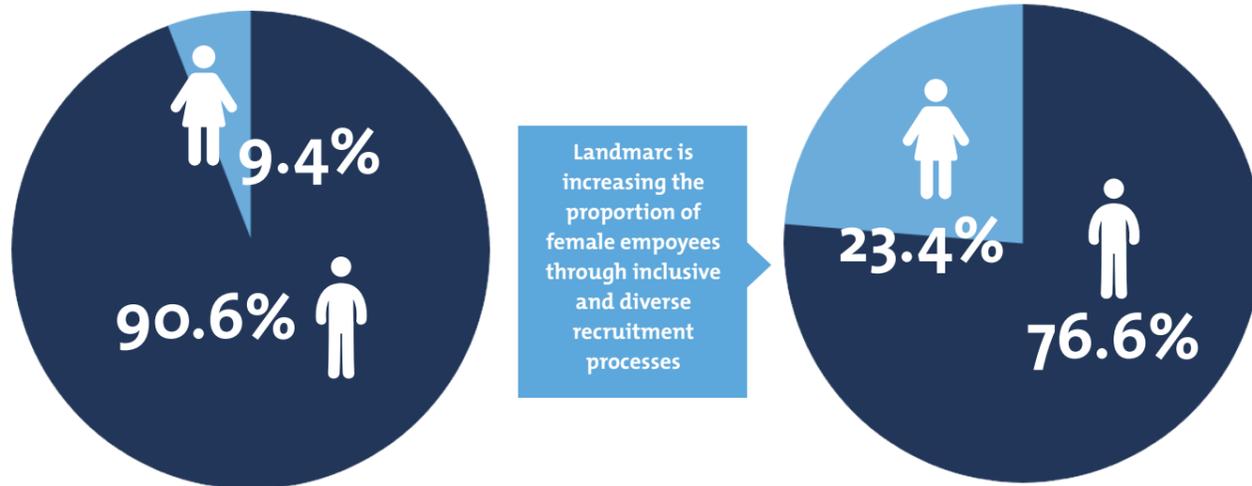
We encourage diversity. Our People Strategy aims to create a diverse workforce that represents the communities in which we work. We seek to improve our gender balance, better distribute our age profile and focus on improving the representation of different races and cultures.

"We believe that gender should be no barrier to success. Although our current workforce is made up of predominantly more male employees (81.5%) than female (18.5%), we are working hard to improve our gender balance and employ both male and female staff across a wide variety of roles, from senior management and supervisory to technical, operative and other specialised services. I confirm that the information and data provided in this Gender Pay Gap Report is accurate and in line with mandatory requirements."

Steve Utley, Managing Director, Landmarc Support Services



TUPE transferred staff vs direct recruitment



TUPE transfer
36% of current workforce

36% of our current workforce was transitioned through TUPE transfer. First in 2003, when Landmarc was created and the majority of employees were transferred from the MOD and other contractors and again in 2014 when we won our current contract with the MOD.

Direct recruitment
64% of current workforce

64% of our workforce has been recruited from the open market, between 2003 to the present day, enabling us to work towards redressing the balance of male and female employees significantly.



Inclusive and diverse recruitment



Family-friendly policies



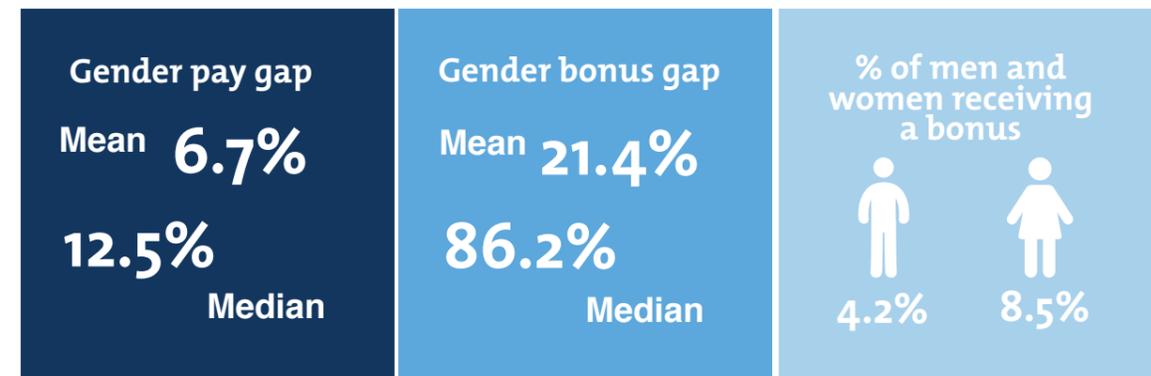
Unbiased learning and development



Inclusive culture

Gender pay gap figures for the period

Our approach is that men and women are paid equally for doing the same job, reinforced by the collective bargaining agreements we have with Trade Unions. However, the greater proportion of men than women, particularly in higher paid executive roles, has created a gender pay gap, which we are working hard to reduce through more inclusive and diverse recruitment processes.



The percentage of men and women receiving a bonus is low because in 2009 we consolidated the annual bonus into basic pay for the majority of our employees, leaving relatively few employees eligible for bonuses. Where they are paid they tend to align with business performance.

Proportion of male and female colleagues in each pay quartile:

£	Lower quartile	66.6%	33.5%
££	Lower middle quartile	88.3%	11.7%
£££	Upper middle quartile	85.9%	14.1%
££££	Upper quartile	86.3%	13.8%

Landmarc Support Services, a joint venture between Interserve and American firm PAE, has worked in partnership with the Ministry of Defence (MOD) for more than a decade, providing a range of management and support services that enable the vital training needed to prepare Britain's Armed Forces for operational success. This includes consultancy, design, management and operation of training areas and ranges; explosives safety; built and rural estate management; environmental and conservation support; information management and administration services; project management and commercial property management.