

Gender Pay Gap Report for 2018

HGS UK Limited

9th March 2019

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Hinduja Global Solutions (HGS) UK Limited is required by law to publish an annual gender pay gap report. This report is for April 2018 is broadly comparable to 2017; the main changes being in the area of bonus, the reasons for which are discussed further in this report.

HGS UK Limited	2018
The mean gender pay gap	3%
The median gender pay gap	1%
The mean gender bonus gap	19%
The median gender bonus gap	27%
The proportion of male employees receiving a bonus	19%
The proportion of female employees receiving a bonus	17%

Pay quartiles by gender

Band	2018		Description
	Males	Females	
A	48%	52%	Includes all employees whose standard hourly rate places them at or below the lower quartile
B	52%	49%	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median
C	54%	46%	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile
D	54%	46%	Includes all employees whose standard hourly rate places them above the upper quartile

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

The difference for mean and median gender bonus pay gap is 19% for male and 17% for female.

The proportion of men at HGS UK Ltd who received a bonus in the 12 months up to 5 April 2018 was 19%, while for women this was 17%.

Explanation HGS UK Ltd gender pay gap

BASIC PAY

HGS 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 identity or disability. It has a clear policy and practice of paying employees equally for the same or equivalent work, regardless of any characteristic set out above.

HGS operates within the contact centre outsourcing/customer services sector and customer campaigns are costed and contracted for based on providing specific resources and skill sets. It is typical within our industry for our age demographic (ie 18-24) to be male dominated, working in non-professional and sales environments.

The majority of the HGS workforce are made up of customer advisors who receive equal pay for equal roles. All customer facing roles are paid an hourly rate which is the same whichever campaign an employee works on. Hourly rates are reviewed and increased annually and HGS aims to maintain pay levels that are better than NMW.

From the action plan detailed in the report for 2017, HGS committed to introducing pay grades as necessary to ensure a fair structure. We introduced 3 bands at agent level which range across skill levels from voice through to more complex technical and specialist customer support expertise. Each pay grade is reviewed annually and increases applied across each band.

Within the Corporate Functions of the business, we have also introduced 3 levels depending on complexity and strategic influence to the business for the particular role. Each level has its own benefits package and is applied consistently across each level.

BONUS

Where we have had the biggest change in the last 12 months is on bonus. We removed a bonus scheme after having reviewed this and found it not fit for purpose; the payment became automatic and non-performance related.

Having removed this bonus scheme, we have gone some way to addressing this shortfall for employees in our 2018 pay review which saw hourly rates increase for all agents. The average bonus payment was added into the hourly as part of one of the pay reviews from the last financial year.

In addition, HGS has taken a strategic decision that bonus will only be applied where industry traditional sectors, which are driven by the employment market and custom and practice, applies. E.g., sales roles will typically attract commission payments

Therefore, HGS UK Ltd is confident that there is no gender pay gap within the operation but rather the small gender pay gap we have is a reflection of the roles in which men and women work within the corporate side of the organisation and the salaries that these roles attract in the labour market.

HGS UK Ltd comparison with UK Economy and Contact Centre Sector

We are pleased to be able to say that HGS continues to compare favourably within the whole UK economy and within the Contact Centre sector.

	HGS UK Ltd	Source data ONS		
		ONS ASHE	Call Centre Occupations	Activities of Call Centres
Mean gender pay gap	3%	17.1%	0.4%	2.0%
Median gender pay gap	1%	17.9%	-6%	-0.2%

HGS UK Ltd mean and median gender pay gap is, therefore, significantly lower than that for the whole economy and compares well with the Call Centre Occupations and the Activities of Call Centre gender pay gap.

HGS UK Ltd ongoing action plan to manage gender pay gap

While HGS UK Ltd compares favourably both within its industry and overall, it remains committed to continuing its work to reduce the gap and enhance its competitive edge in the contact centre employment market.

The steps we have taken to achieve this during this last year are:

- The development of the progressive pay model for our agent population which aims to stay 5% ahead of NMW.
- The introduction of pay grades and job evaluation, with 3 bands at agent level ranging across skill levels from voice through to more complex technical and specialist customer support expertise.
- The introduction of 3 bands for Corporate Functions of the business, based on role complexity and strategic influence to the business.
- In the annual pay review for the Corporate Functions, employees received an increase as a market correction initiative to ensure all roles remain competitive and pay is fair.
- The removal of a bonus scheme which was not fit for purpose; incorporating the shortfall of pay into increased hourly rates.
- Implemented a strategic decision to apply bonus only where traditionally this would be expected in the labour market, e.g., sales.
- Developed the reporting on the newly implemented HRIS providing the business which much needed HRMI.

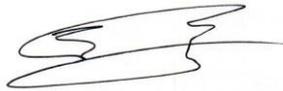
In the coming year, HGS UK Ltd is also committed to:

- Continuing to develop its benefit offering to all employees. This is likely to take the form of self or low funding but with high value to employees.
- Encouraging more involvement from line managers in pay reviews with education on the gender gap.
- Monitoring job evaluation and pay grades that we have implemented to ensure continued fairness and engagement.
- Developing our equal opportunities reporting capability further.

Any further initiatives launched throughout the year will be reported on the company intranet.

I, Adrian Garton, Chief People Officer, confirm that the information in this statement is accurate.

Signed:



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HGS
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Customer first in practice.

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