

Gender Pay Gap Report

Gender Pay Gap Report for 2023

This report sets out the gender pay gap statistics for GSL Dardan Security Limited in relation to the reporting year of 2023.

Introduction

Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, GSL Dardan Security Limited is legally required to publish, on an annual basis, specified information relating to their gender pay gap.

The following information has been calculated in accordance with the Regulations and is legally compliant.

The Gender Pay Gap

The gender pay gap is the difference between the average pay of men and women, expressed as a percentage. The gap is calculated across the entire workforce of an organisation.

The gender pay gap has many contributing factors which will differ from organisation to organisation, across sectors and across geographical locations. These factors may or may not be unlawful or discriminatory, guided by society or cultural aspects, or as a result of internal organisational practices.

It is crucial to our understanding of gender pay disparity to recognise that the gender pay gap is different to equal pay. Equal pay is where there is a discriminatory pay difference between men and women who carry out the same job, jobs rated as equivalent or work of equal value. The existence of a gender pay gap does not automatically give rise to any discrimination or equal pay matters.

Organisational Context

Dardan Security was founded in 1973, and since then has grown into one of the largest, independently owned security companies in the United Kingdom.

Providing a range of security solutions to over 4000 individual locations and manage circa 90,000 man-hours of security services each month.

Consistently delivering security solutions to, and worked alongside, companies with diverse and challenging cultures and requirements. In turn, our exposure to these locations has given us valuable experience of a wide range of security and customer service issues, and experience of designing a cost-effective and optimum solution based on those needs.

Dardan's pedigree is from an accumulation of many years' experience of protecting a broad range of industries, including clinical, biotech, pharmaceutical, research and development centres, aviation, oil and gas, education, critical national infrastructure and corporate businesses head offices and locations.

New business growth has resulted in an expansion into London and Aberdeen territories. During that time the business has adapted well and improved key processes such as Recruitment and employee engagement to support the evolution.

Headcount, at the time of writing (February 2024) was 380. The organisation is well balanced with a typical hierarchical structure. The organisational structure is reviewed regularly to ensure it remains fit for purpose in line with employee feedback and client satisfaction.

Investment in a new Head of HR in September 2023 has brought in a fresh approach to reviewing and improving the employee experience, including the development of a people strategy.

Our Commitment to Diversity, Inclusion and Equality

The Security industry continues to have an unbalanced gender split in favour of males. Recent data from SIA (Security Industry Authority) from March 2024 presents that 89% of existing licence holders are male. This percentage remains static, despite pressures from the industry and the success of women only security forums, to encourage females into the industry and enable women to progress into senior management roles. In addition, to build a supportive and inclusive community for women in the industry.

Since the introduction of the Head of HR, one of the key priorities is to review the data across the business and ensure that existing and new initiatives are assessed to ensure the business remains true to our Diversity, Inclusion and Equality commitments.

Diversity, Inclusion and Equality Statement

At Dardan, we are committed to building a workforce of talented and intuitive professionals. We do this through attracting a diverse group of people and encourage an inclusive environment for us and our clients.

We hire the best people and have a culture that is constantly evolving where everybody is celebrated and respected. We recognise the strength in growing a workforce that encourages different ideas in line with our shared values.

Our Approach to Pay and Reward

Dardan's reward philosophy is dynamically split between Head Office and the clients we serve.

Our site-based contracts are reviewed annually to ensure the hourly pay rate is in line with the governments national minimum wage, some clients will have additional commitment to the London living wage which are reflected in the pay rates.

The process for annual pay reviews for head office staff remains robust. This is based on a key competency framework to support Senior Managers to fairly assess their team members while considering key components such as; company affordability, individual performance and the general cost of living.

The pay review framework supports the business to have a fair and consistent approach to assessing pay and ensure that a level of bias hasn't been applied to the process.

Dardan aspire to create a culture where efforts are recognised, and high achievers are encouraged and rewarded.

The annual pay review process is managed by the Head of HR, with Director approval. Decisions linked to pay are led by Directors with support from Head of Finance.

Gender Pay Gap

Mean gender pay gap

Based on the mean (average) hourly rate of pay for male and female employees in the relevant pay period, our mean gender pay gap is -0.3 % (rounded to one decimal place).

Median gender pay gap

Based on the median (middle) hourly rate of pay for male and female employees in the relevant pay period, our median gender pay gap is 0.8 % (rounded to one decimal place)

Gender Bonus Gap

Mean gender bonus gap

Based on the mean (average) bonus pay for male and female employees in the relevant pay period, our mean gender bonus gap is 8.2% (rounded to one decimal place).

Median gender bonus gap

Based on the median (middle) bonus pay for male and female employees in the relevant pay period, our median gender bonus gap is 0 % (rounded to one decimal place)

Bonus Pay

The proportions of male and female employees who received bonus pay during the relevant pay period are as follows (percentages are rounded to one decimal place):

Male employees: 15.4 %

Female employees: 21.3 %

Salary Pay Quartiles

The following table separates our entire workforce into four equal quartiles based on the salaries that are paid to these employees. These quartiles are then further broken down into the number and proportion, expressed as a percentage, of male and female employees in each quartile.

	Lower		Lower middle		Upper middle		Upper	
	Number	%	Number	%	Number	%	Number	%
Male	91	90	86	85	91	90	89	88
Female	10	10	15	15	10	10	12	12

Action Plan to Address Gender Pay Disparity

We are committed to reducing, and subsequently closing, any identified gender pay disparity. This commitment, however, is made in line with our understanding that a period and exploration of a number of different actions may be needed in order to achieve this aim.

We are fortunate that our pay gap, in comparison to the industry, is relatively tight. This is in line with many of our client contracts having a site dependent pay which is led by the government’s national minimum wage.

In 2022, the mean gender pay gap was -5.9%. This represents an increase from the previous year but is still proportional to the national benchmark.

We continue to remain in consultation with employees and the industry standards, and we have developed the following action plan which seeks to address any identified gender pay disparity. This plan will be in place for the period of [insert period] and progress will be proactively monitored on an ongoing basis. The overall progress of our actions will be reported in subsequent gender pay gap reports.

The action plan will form part of the Company’s commitment to diversity, inclusion and equality and will be implemented in line with internal policies that are relevant to this commitment.

Contributing factor/reason identified	Employment area and Proposed Action	Target outcome	Timescale	Responsibility allocated to:
Lack of female employees within the SLT and at board level	Training and development plans to support growth and promotion	Number of females in senior positions to be monitored closely with a 25% improvement by 2026	2026 – with mid year and annual review points	Claire Parker – Head of HR & Engagement
Lack of females in the security industry at officer level	Ensuring recruitment practices remain inclusive with appropriate challenge at all stages	More females recruited into officer roles increased by 25%		Andrew Buxton - Director (GPG Executive sponsor)
	All hiring managers to receive unconscious bias training			
	Development of a female mentoring scheme, as part of the women in Security promotion			

Confirmatory statement

I confirm that the information set out in this gender pay gap report is accurate and calculated in accordance with the Regulations.



Signed:

Name: Claire Parker

Job title: Head of HR and Engagement

Date of statement: 02 April 2024

Contact

Please direct any queries relating to this gender pay gap report to Claire Parker, Head of HR and Engagement by contacting them on [insert contact details].