

# Our 2017 Gender Pay Gap Report



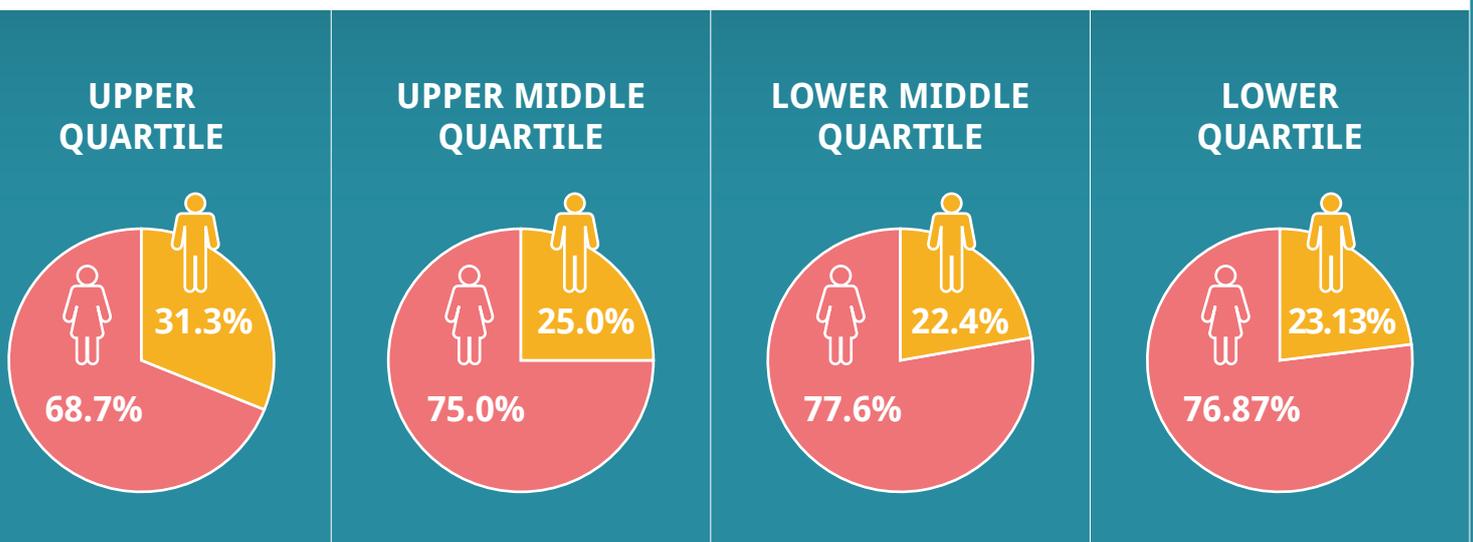
# Our 2017 Gender Pay Gap Report

We are passionate about fairness, equality and inclusion and are committed to reducing our gender pay gap

The table below shows our overall mean and median gender pay gap based on hourly rates of pay as at the snapshot date (31/03/2017):

Mean gender pay gap in hourly pay	5.2%
Median gender pay gap in hourly pay	0%
Proportion of males and females receiving a bonus payment	0%
Mean bonus gender pay gap	0%
Median bonus gender pay gap	0%

## PROPORTION OF MALES AND FEMALES IN EACH PAY QUARTILE



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The above image illustrates the gender distribution at CCDG across four equally sized quartiles, each containing 147 colleagues. Total gender split across the whole company is 74.53% female compared to 25.47% male. Our industry has traditionally been a career choice for females and we are focusing our future recruitment campaigns to widen the appeal to the male population to close this gap.

We are confident that men and women are paid equally for doing equivalent jobs across our business.

## How we are addressing the pay gap

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We consider the mean agenda pay gap of 5.2% to be very low. However, we recognise that we need to adopt policies to reduce this gap. The mean gender pay gap in hourly rate can be attributed to the difference in the proportion of male to female staff at three pay grades when compared to the proportion of females to males across the whole company. At grade 1 88.1% of the staff are female, at grade 5 38% of the staff are male and at grade 8 50% of the staff are male.

Although the median pay for males and females could be considered statistically unlikely we can provide an explanation for this. Due to a reducing workforce over the last five years there has been very little recruitment in the company, this has resulted in the majority of staff being paid a salary at the top of their pay band scale. Approximately 52% of our staff are paid identical hourly rates at the upper end of band 4. Therefore the median salary for both males and females fell within this band.

**Graham Bowd**  
Chief Executive