



Gender Pay Gap Report

April 2018

Introduction

Cordant People is a multi-sector recruitment business. The gender pay gap data analysed and covered within this report relates to our Cordant People and Cordant Engineering recruitment brands, plus a large number of central support staff that support these and other brands across the Cordant Group who are paid via Cordant People Limited.

We welcome the opportunity to publish our gender pay gap report, which has been taken from the pay details of the 2,578 colleagues we paid in the pay period within which the 5th April 2018 fell (referred to under the relevant regulations as the “snapshot date”), of which 35% were female, and 65% were male.

We have a greater proportion of male colleagues as the data set includes the pay data for 2,239 of our temporary colleagues, of which c.70% are male who work predominantly within the blue collar sector where pay rates are typically at or towards the national minimum / living wage, whereas females represent c.69% of our direct permanent colleagues. The pay rates paid to our temporary colleagues are set by our clients which will make effecting change in our future gender pay gap data more challenging.

Notwithstanding this, as part of our transition to becoming a social enterprise, we are developing a good job strategy which will focus on how we create and maximise positive social impacts. As we develop these strategies and integrate them into our future business plans, we will take into account our gender pay gap data, ensuring diversity and inclusion remains a key focus area for the future.

I confirm the information and data reported within this report and submitted via the Government Equalities Office gender pay gap reporting service is accurate as of the snapshot date of 5th April 2018.



Ken Steers
Group Human Resources Director

How is the gender pay gap measured?

There are four key measures:

- Mean hourly pay and bonus pay gap
- Median hourly pay and bonus pay gap
- Proportion of males / females that received a bonus in the 12 month period ending on the snapshot date
- Proportion of males / females in each quartile pay band

How is the mean hourly pay gap calculated?

The mean pay gap is expressed as a percentage and shows the difference in the average hourly rate of pay between male and female colleagues. This is calculated by adding up the hourly rates of pay for all females, and dividing this by the number of females, and doing the same calculation for males. The percentage is then calculated by taking the average hourly rate for all females from the average hourly rate for all males, and multiplying the result by 100.

How is the median hourly pay gap calculated?

Firstly, you rank all female employees in order of their hourly pay rate (highest to lowest). You then find the hourly rate of pay belonging to the female that is in the middle of the list. If there is an odd number of female colleagues in the list the middle person will be easy to find e.g. if 105 females then we use the hourly pay rate for the female ranked at number 53. If there is an even number of female colleagues, then you find the middle two records and calculate the average hourly rate of the two e.g. if 110 employees, you calculate the average hourly rate of pay for the female colleagues ranked 55 and 56 in the list.

The same calculation is undertaken for male colleagues, with the median hourly pay gap expressed as a percentage by taking the median hourly pay rate for females from the median hourly pay rate for males and multiplying by 100.

How is the mean and median bonus pay gap calculated?

In the same way as the mean and median hourly pay gaps are calculated (see above), but instead looking at the differences in the mean and median values in relation to the amount of bonus paid in the 12 month period ending on the snapshot date to male and female colleagues.

Understanding our gender pay gap report

What do the percentage pay gaps actually mean?

They effectively show how much more male colleagues earn in comparison to females in relation to average hourly rates of pay and average annual bonus payments, or vice versa.

If the percentage gap is shown as a positive number it means, on average, our male colleagues have a higher rate of pay and / or level of bonus payments than females. If the percentage gap is shown as a negative number, it means, on average, our female colleagues have a higher rate of pay and / or level of bonus pay than their male colleagues.

Important Note

The gender pay gaps look at comparing the pay data for all male and female colleagues regardless of their job role, so is not the same as equal pay and should not be considered to be an indication that an employer is breaching equal pay rights, which focus on whether male and female colleagues receive the same rate of pay for doing the same or broadly similar job role.

What are the quartile pay bands?

This is calculated by ranking all colleagues, regardless of their gender, from the highest hourly pay rate in the organisation to lowest hourly pay rate.

This list is then divided into four quarters, with as equal number of employees in each quartile as possible.

The report then shows the proportion of males and females in each of the following pay quartiles:

- Upper
- Upper middle
- Lower middle
- Lower

Want to know more about gender pay gap reports?

If you would like to know more about gender pay gap reporting please visit www.acas.org.uk/genderpay

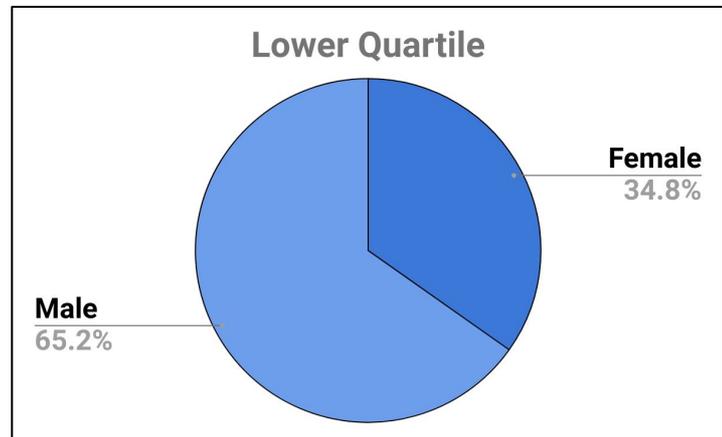
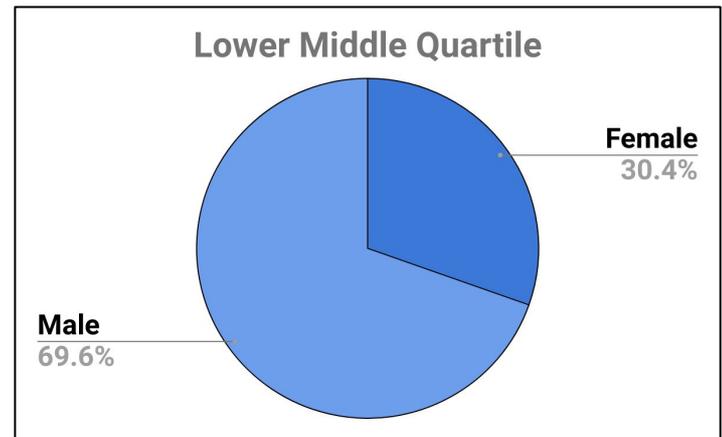
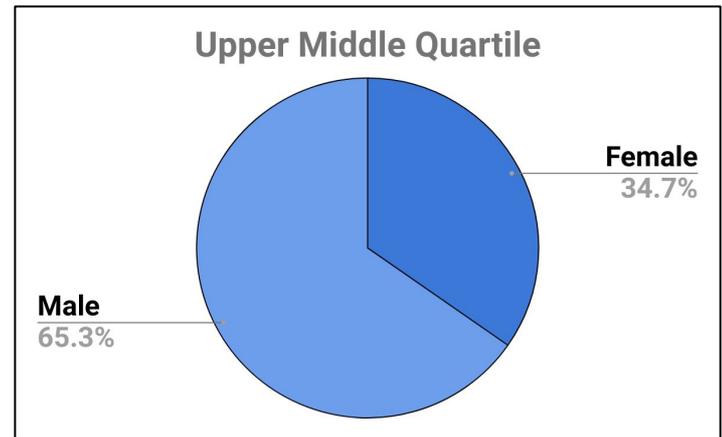
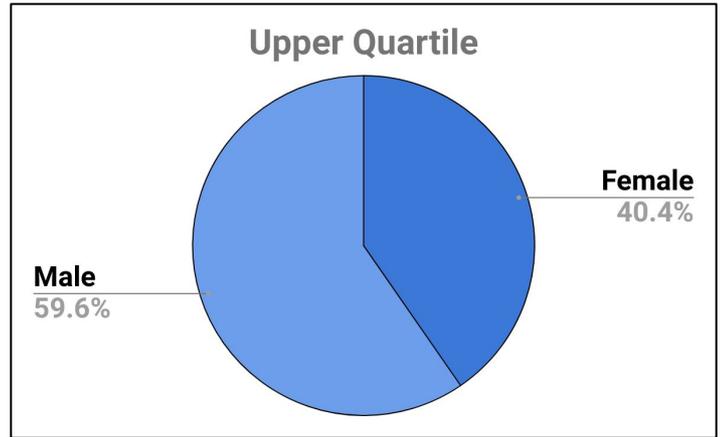
Our results for 2018

The table below shows the mean and median hourly pay and bonus pay gap for all staff paid in the relevant pay period, and the variance for each on the figures reported for 2017.

This includes data relating to 2,239 hourly paid temporary colleagues, of which c.70% were male and whose pay rates are set by the clients they work for, and are typically working in lower paid jobs within the blue collar sector which do not provide bonuses.

The reports shows negative pay gaps across all four measures as females represent almost 70% of our direct permanent workforce, reflective of the recruitment sector, many of which earn regular bonuses and work in higher paid roles. Overall, 17.9% of females received a bonus in the 12 month reporting period vs 10.5% of males,

The charts to the right show the percentage of male and female colleagues that are contained within each pay quartile.



Measure	% Gap	Variance on 2017
Mean hourly pay gap	-13.6%	-8.9%
Median hourly pay gap	-2.9%	-2.9%
Mean bonus pay gap	-9.3%	+4.6%
Median bonus pay gap	-25.3%	+56.0%



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