



# Gender Pay Gap Report

## April 2017

# Introduction

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Cordant People Limited is a multi-sector recruitment business. The gender pay gap data analysed and covered within this report relates to our Cordant People and Cordant Technical & 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 4,793 colleagues we paid in the pay period within which the 5th April 2017 fell (referred to under the relevant regulations as the “snapshot date”), of which 33.7% were female, and 66.7% were male. In the interests of transparency, our report also provides a separate gender pay gap analysis for our 366 salaried colleagues as over 93% of the staff we paid in the relevant pay period were temporary colleagues whose pay rates are set by the clients they work for.

We have a greater proportion of male colleagues as the data set includes the pay data for 4,427 of our temporary colleagues, who predominantly work within the blue collar sector where pay rates are typically at or towards the national minimum / living wage, and male workers are more prevalent. The pay rates paid to our temporary colleagues are set by our clients which makes effecting change in our future gender pay gap data much 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 can create and maximise a positive social impact. As we develop these strategies and integrate them into our future business plans, we will also 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 5 April 2017.



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 men. The percentage is then calculated by taking the average hourly rate for females from the average hourly rate for 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 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 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?

The same as the mean and median hourly pay gaps (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

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## 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 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 and should not be considered to show that an employer is breaching equal pay rights, which focus on ensuring 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 colleague(s) with the highest hourly pay rate in the organisation to the colleague(s) with the 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?

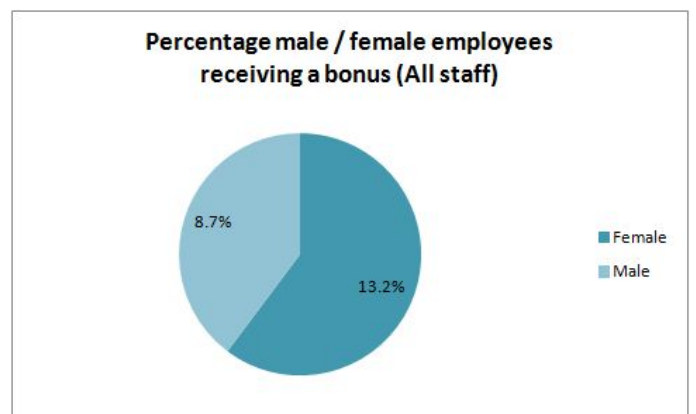
If you would like to know more about gender pay gap reporting please visit [www.acas.org.uk/genderpay](http://www.acas.org.uk/genderpay)

# Our results for 2017

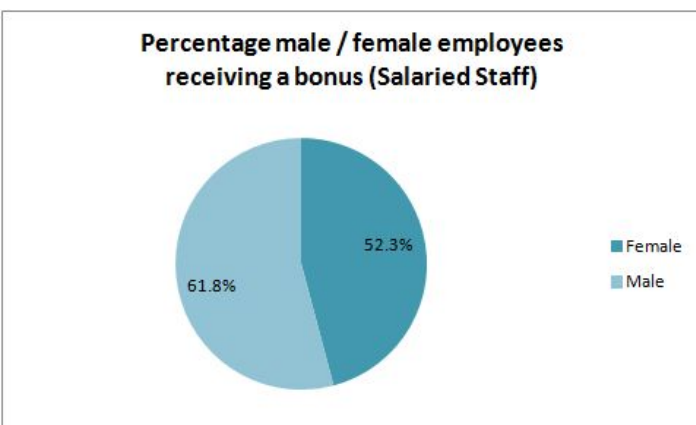
The first table shows the mean and median hourly pay and bonus pay gap for all staff paid in the relevant pay period, which includes 4,427 (c.92%) hourly paid temporary colleagues, of which c.31% are female and 69% male, whose pay rates are set by the clients they work for. The median pay gap is 0.0% as there were a large number of temporary colleagues, both male (79) and female (49) with an hourly pay rate of £8.00 p/h, which was the median point for both our male and female colleagues.

The second table shows that female staff are more likely to be paid a bonus than males, however this is because males make up a greater proportion of our temporary workforce who are less likely to earn bonus.

Measure (All staff)	% Gap
Mean hourly pay gap	-4.7%
Median hourly pay gap	0.0%
Mean bonus pay gap	-13.9%
Median bonus pay gap	-81.6%



Measure (Salaried staff)	% Gap
Mean hourly pay gap	15.1%
Median hourly pay gap	19.5%
Mean bonus pay gap	49.6%
Median bonus pay gap	68.6%



As the data is affected by the pay data relating to our temporary colleagues, two further tables have been provided to show the same measures but using only the data for 366 salaried staff.

Whilst Cordant People is a sales-led organisation that operates bonus / commission schemes which reward male and female staff equally based on the sales they generate, the further tables show a greater pay and bonus gap in favour of males colleagues, largely due to:

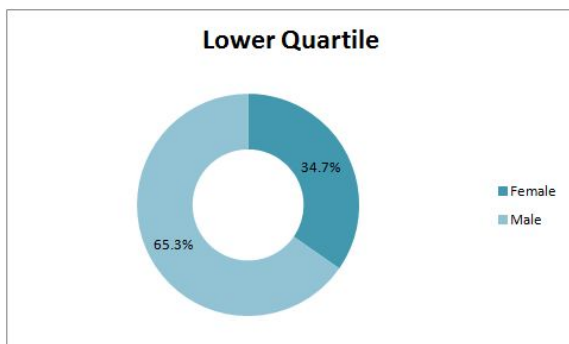
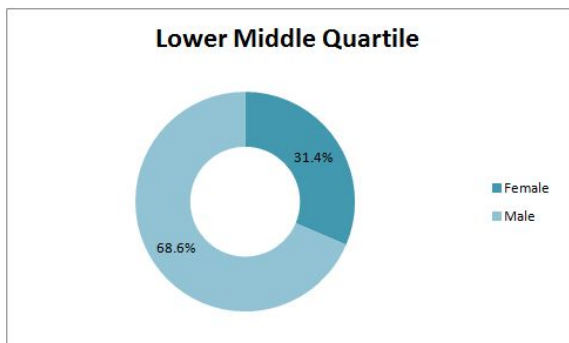
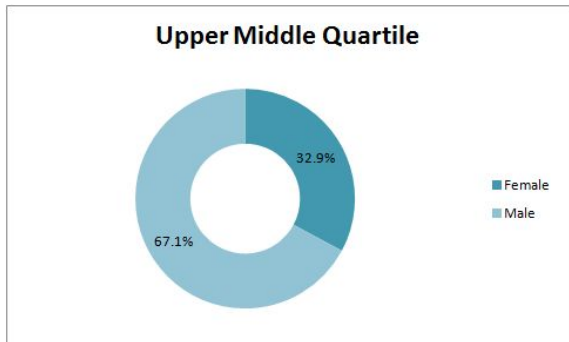
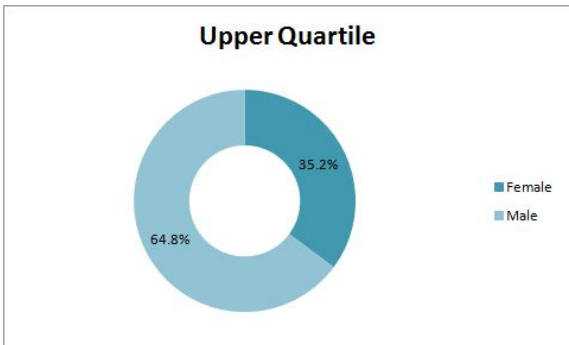
- More male staff earning bonus in the relevant period; and
- More male staff earned larger bonuses, with males representing 62% of those that earned £10k+ in bonus in the relevant period.

# Our results for 2017

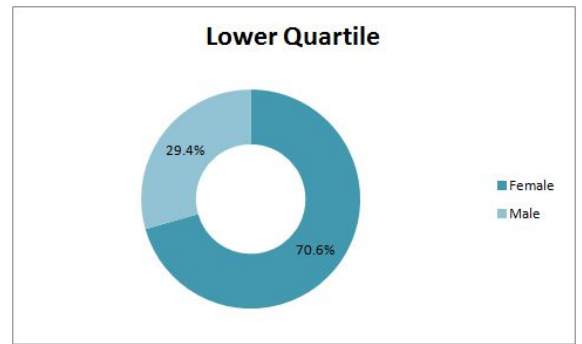
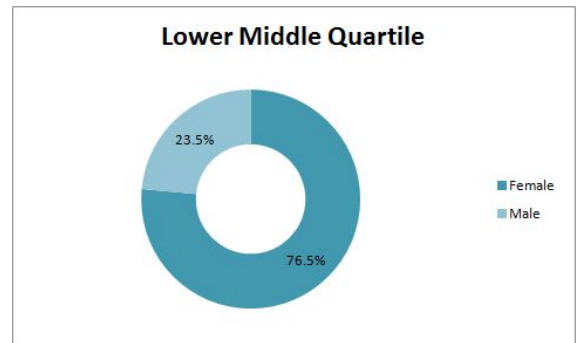
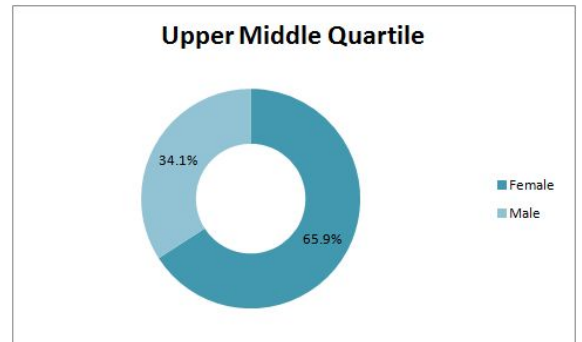
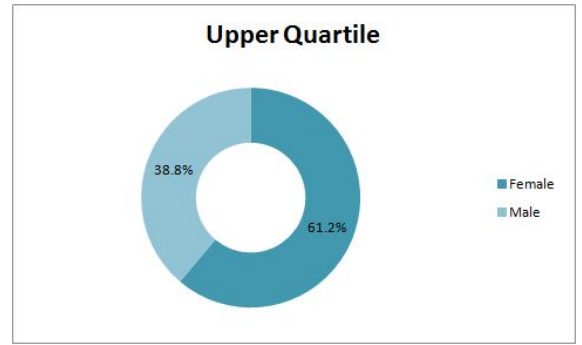
The charts below show the percentage of male and female colleagues that are contained within each pay quartile band. The first set of charts show these measures for all staff paid in the relevant pay period, while the second set of charts show the same analysis but for our salaried colleagues only.

The salaried staff charts show that a greater proportion of females are paid within the lower two quartiles, largely for the reasons outlined previously, plus females are more likely to be employed within lower paid administrative / support roles.

## Pay Quartile Bands - All Staff



## Pay Quartile Bands - Salaried Staff





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