



Chequers Contract Services Gender Pay Gap

All organisations employing over 250 people are required to publish gender pay gap figures dating from 5th April 2017. The Gender pay gap shows the differences in the average pay between men and women. The gender pay gap differs from equal pay.

As an organisation we are required to publish the following calculations:

The requirement to report on gender pay requires Chequers to carry out six calculations that show the difference between the average earnings of men and women in our business; again, a reminder that this is not the same as equal pay. The six calculations are as follows:

- Difference in mean hourly rate of pay
- Difference in median hourly rate of pay
- Difference in mean bonus pay
- Difference in median bonus pay
- Proportion of men and women in receipt of bonus pay.
- Proportion of men and women according to quartile pay bands.
- This is how each measure is calculated:
- **Mean** is worked out by adding all the men's salaries and dividing the number of men in the organisation. All the women's salaries are then added up and divided by the number of women. The mean gender pay gap is the difference between these two numbers. Our mean gender pay gap is **6.4%**.
- **Median** is calculated for each gender by listing all salaries from the highest to lowest and then selecting the number in the middle of that list. The median gender pay gap is the difference between the middle figure for women and for men. Our median gender pay gap is **6.3%**
- **Quartiles** are where all the salaries of both men and women are sorted by size and divided into equal quarters. This is shown as a percentage of men and women in each quarter.



The calculations have been provided by our HR, Finance and Payroll departments and have been verified as correct by both Chief Executive Officer Rosaleen Liard and Executive Director and Shareholder, James Kelly.

Having completed the calculations, we can report as follows:

Quartile	Females	Males
Upper quartile (the highest paid 25%)	15%	85%
Upper middle quartile (the next 25%)	20.2%	79.8%
Lower Middle quartile (the next 25%)	61.9%	38.1%
Lower Quartile (the lowest paid 25%)	65.5%	34.5%

At Chequers Contract Services the mean average difference in pay was 6.4% between men and women as of April 2017. This means that the average salary for men is higher than the average salary for women.

The percentage reflects how women and men are engaged in different roles throughout the organisation. It doesn't show that men and women are doing the same work are paid differently. You can see illustrated below the results in answering each of the six calculations.

In April 2017, our workforce comprised of 40.34% Females and 59.66% Males.

Why there is a difference?

Our upper quartile consists of predominantly males who are in full time employment; however, females in this quartile are equally paid. A proportion of these roles form our Mobile and Grounds teams where we have found it challenging to recruit females in this sector.

This contrasts with our Lower Middle and Lower quartile consists of predominantly females, who work on a part time basis, however we have also ensured that the female earns the same salary as part time males on the same contract. In many cases within this sector what we are able to pay is largely determined by the contract price defined by the organisations that commission these services.

Our bonus structure shows that one male received a bonus at this time but can confirm that this was an exceptional one-off payment for New Contracts brought into the business.



GENDER PAY GAP

In April 2017, our workforce consisted of:



40.34% females

59.66% males

Mean
6.4%



Median
6.3%



Proportion of female employees receiving a bonus

0%



Proportion of male employees receiving a bonus

0.4%



BONUS GENDER PAY GAP

Mean
100%



Median
100%



PROPORTION OF FEMALES AND MALES IN EACH SALARY QUARTILE BAND

Upper Quartile
(highest paid 25%)



Upper Middle Quartile



Lower Middle Quartile



Lower Quartile





How we can use this information

The senior leadership team are committed to improving the gender pay gap

The proposal in our action to address this include:

- Promoting our flexible working policy
- Adopting a mentoring approach to encourage and support women in developing their careers
- Review our pay approach, ensuring the gender pay gap is considered when making any changes
- Promote apprenticeship and training opportunities to further improve skills
- Use our employee engagement committee to capture views of women who work for us to better understand aspirations, challenges and barriers to aid us in seeing more women progress in our upper quartile.

Signed

Rosaleen Liard

Chief Executive Officer

Signed

James Kelly

Executive Director / Shareholder