



Chequers Contract Services Gender Pay Gap

All organisations employing over 250 people are required to publish gender pay gap figures dating from 5th April 2018. The Gender pay gap shows the differences in the average pay between men and women. The gender pay gap differs from equal pay.

Having reflected on our first published figures in 2018(dated 5th April 2017); the business has taken the decision to change the method on how we record our part-time workers. The reasons behind this is we feel our gender pay gap reporting will be more accurate going forward. Being a facilities company and most of our employees are part-time workers. If we count them as one employee this would not reflect our commitment to closing the gender pay gap therefore part time employees will be counted by how many contracts they have instead of counting them as one employee, therefore giving us a positive effect on our report as depending on the contract/job we cannot always pay our part time workers the same rate across the company. We believe that this is the most appropriate approach and will help the accuracy of our figures and will be applied to our reporting going forward.

Following the guidelines from the gov.uk

When employees have more than one job with your organisation, you can either choose to count them according to how many employment contracts they have or as one employee.

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 **3.83%**
- **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 **5.33%**
- **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 2018	Females 2017	Males 2018	Males 2017
Upper quartile (the highest paid 25%)	44.06%	15%	55.94%	85%
Upper middle quartile (the next 25%)	25.69%	20.17%	74.31%	80.67%
Lower Middle quartile (the next 25%)	47.92%	61.86%	52.08%	38.14%
Lower Quartile (the lowest paid 25%)	50.35%	65.55%	49.65%	34.45%



At Chequers Contract Services the mean average difference in pay was 3.83% between men and women as of April 2018. This means that the average salary for men is higher than the average salary for women. The changes are as a reflection of the change of calculation which gives us more of an accurate picture.

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.

In April 2018 our workforce comprised of **40.56%** Females and **59.44%** Males.

Why there is a difference?

Our upper quartile consists of slightly more males who are in full time employment; however, females in this quartile are equally paid.

Our upper middle 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.

Our Lower Middle quartile consists of again slightly more males and Lower quartile consists of slightly more 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 female received a bonus at this time but can confirm that this was a payment to the CEO.

How we can use this information

The senior leadership team are committed to improving the gender pay gap. Following from our report from April 2017, the business continually reviewed our pay approach, ensuring the gender pay gap is considered when making any changes.

We are continually addressing our approach to 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

Signed

Rosaleen Liard
Chief Executive Officer

Signed

James Kelly
Executive Director / Shareholder