

INTRODUCTION

At the CK Group we have always worked hard to promote equality and diversity amongst our employees.

Alongside our internal measures, we support our clients to ensure their contingent workforce, in many cases our employees, is engaged in an ethical manner, paid fairly and sourced from a diverse pool of talent. We welcome the opportunity to publish the information required under the Equalities Act 2010 (Gender Pay Gap Information) Regulations 2017, showing gender pay gap levels within our business.

All statistics were compiled using the standard methodologies set out in the Regulations, based on a "snapshot date" of 5 April 2017, with reference to the ACAS guidelines where appropriate. The statutory reporting information for our company includes all our employees and the results are detailed below.

WHAT IS A GENDER PAY GAP?

A gender pay gap is a measure of the difference in the average pay of men and women, regardless of the nature of their work, across an entire organisation, business sector, industry or the economy as a whole.

It can be driven by the different number of men and women across all roles. It is different from an equal pay comparison, which would involve direct comparison of two people or groups of people carrying out the same, similar or equivalent work. The results are presented as a percentage against male pay, therefore a +ve gap means the average pay is higher for males and a -ve gap means the average pay is higher for females.



WHAT DO WE REPORT

We must publish and report our

- mean gender pay gap in hourly pay
- median gender pay gap in hourly pay
- mean bonus gender pay gap
- median bonus gender pay gap
- proportion of males and females receiving a bonus payment
- proportion of males and females in each pay quartile

HOW ARE THE MEDIAN AND MEAN GAPS CALCULATED?

Using the calculations set out in the gender pay gap reporting regulations, we have taken pay data from our entire business including our employed fieldworkers.

This data includes many different roles with a variety of rates of pay. Imagine a picture where all our female employees stood next to each other in one line in order of lowest hourly rate of pay to highest and imagine the same picture where all our male employees did the same. The median gender pay gap is the difference in pay between the female employee in the middle of their line and the male employee in the middle of their line.

The other measure is the mean gender pay gap, which shows the difference in average hourly rate of pay between men and women. This is also affected by the different numbers of men and women in different roles.

These median and mean calculations are also carried out when comparing bonus pay over a twelve-month period. The proportion of men and women awarded any bonus pay over that period is also reported.



HOW ARE THE PAY QUANTILES CALCULATED?

In the report we also share the percentage of men and women in each pay quartile.

Quartiles are calculated by listing the rates of pay for each employee across the business from lowest to highest, before splitting that list into four equal-sized groups and calculating the percentage of males and females in each.

WHAT'S INCLUDED IN OUR CALCULATIONS?

Calculations of mean and median pay and of quartile pay bands are based on data from April 2017 only, including ordinary pay and bonus pay.

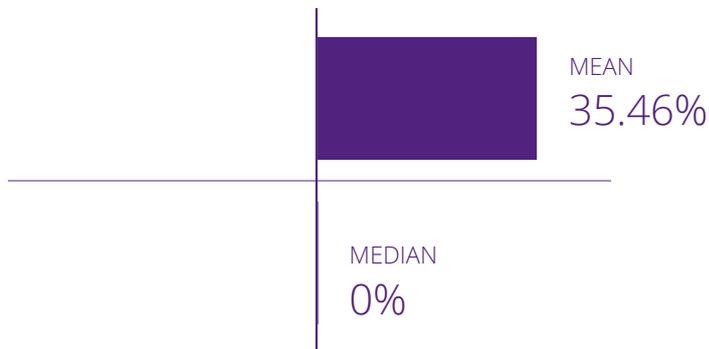
Ordinary pay is not limited to basic pay, but also includes other types of pay such as pay for leave and shift premium pay. It doesn't include pay for overtime, pay relating to redundancy/termination of employment, pay in lieu of leave or the value of benefits which are not in the form of money.

Bonus pay includes any additional pay relating to profit sharing, productivity or performance, when in the form of money or vouchers. In our case the bulk of bonuses are paid out to sales staff as commission. We also have other bonuses relating to the performance of our fieldworkers. Calculations of mean and median bonus pay use bonus pay for the twelve months ending on 5 April 2017.

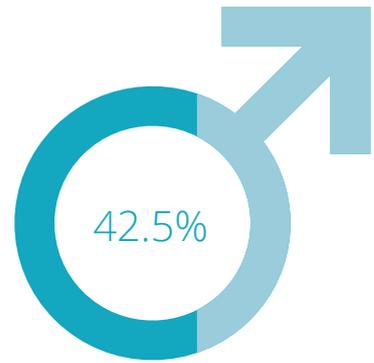
PAY:
Difference between men and women total pay



BONUS:
Difference between men and women bonus pay

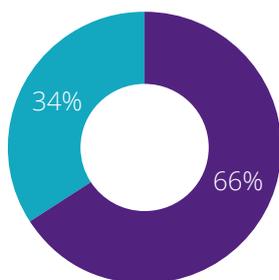


Proportion of males and females receiving a bonus payment

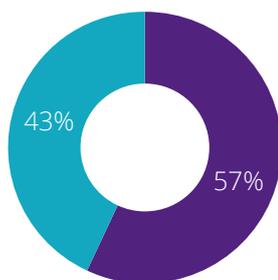


PAY QUARTILES

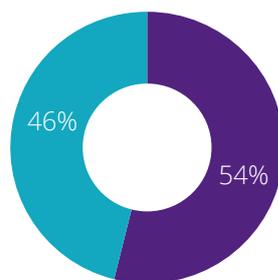
● = Men ● = Women



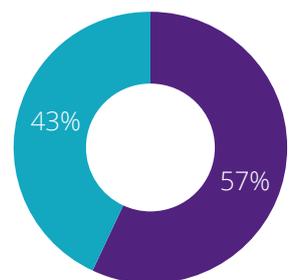
Upper Quartile



Upper Middle Quartile



Lower Middle Quartile



Lower Quartile

INTERPRETATION

The small negative pay gap for the group as a whole is an encouraging sign and is indicative of the wide variety of professional and technical employees on the CK Group's payroll.

We have a larger percentage (59%) of female employees and these are reasonably evenly distributed through the quartiles. That said, it is fairly obvious we have a concentration of highly paid female workers in the upper quartile.

The statistics paint a very favourable picture for the CK Group and in some ways validate our approach over the years to operate in an ethical manner and to reward our employees fairly.

The difference in mean bonus is worthy of comment however. This anomaly is a result of a greater concentration of senior male staff in the recruitment sales force. These workers are generally rewarded, in part, via a commission payment and this is included in the bonus figures. A number of our fieldworkers also receive a smaller bonus, applied equally through the sexes but with an impact on the mean bonus figure. Despite this, the overall pay for women is still higher on average. As we pay less than 50% of our staff a bonus the median, calculated as requested by the Act, is 0.

We will continue to monitor these pay statistics and ensure we tackle any unfairness they highlight.

As a Director of the CK Group I can confirm the information contained herein is accurate.



Ashley Kirk

Director
CK Group