



Gender Pay Gap | 2019

Reporting statement



A CORNWALL
COUNCIL COMPANY



Gender equality is something which I am incredibly passionate about. It's an issue that affects everyone - men and women, as well as our children and young people who will shape our future.

We will continue to encourage and support our employees to learn and grow, focussing on their strengths and developing their skills in order to help them to reach their full potential. Nurturing and developing new members of staff is also a priority to us and we'll continue to offer development opportunities, such as our apprenticeship and graduates

programmes to ensure this. We are continuing to invest in staff training and development, progress our flexible working arrangements and have successfully implemented the Foundation Living Wage. I am proud to be leading such a dedicated workforce and diverse group of companies and we will continue to build on the work already underway to address this issue.

There continues to be challenges to recruit outside of our industry stereotypes, with operational segregation being evident across some of our service areas, but we continue to work on the culture change required to develop greater diversity. We want to recruit and retain the best people to work with the Corserv Group and support, empower and train them to do their best for the people of Cornwall. This report explains the positive actions and initiatives we have introduced over the past year to help us further develop our diverse and balanced workforce. We know there is still work to be done and improvements to be made and will continue our focus on reducing and removing the gap. As a business we value diversity of experience and knowledge, because we know that it will improve us as a community and as a business.

Corserv will continue to work closely with the Council and key business partners, using innovative ways of working and striving to reduce our gender pay gap.

A handwritten signature in black ink that reads "C Robinson". The signature is written in a cursive style and is underlined with a single horizontal stroke.

Cath Robinson, Group Managing Director

Our Equality Statement

As a Group we work closely with our leadership teams, the recruitment and HR teams and with learning and development to ensure that we demonstrate not only an awareness of the importance of Equality and Diversity but also that we strive to deliver best practice day to day. Our aim is to empower our teams to make positive decisions about peoples abilities and deliver a fair and consistent process. Although we face some unique challenges in this area, we have a dedicated team looking to innovate our approach and continue the great work we have started.

Anne-Marie Young, Group Head of Corporate Social Responsibility

Who are we?

The Corserv group includes Corserv Limited, Cornwall Development Company, Cornwall Housing Limited, Cormac Solutions Limited, Cormac Contracting Ltd, Corserv Property Ltd and Cornwall Airport Newquay Limited.

Across Corserv there are different challenges regarding equality and inclusion due to services being so diverse. Corserv has a strategic Equality and Diversity Steering Group with representation from each of the group of companies to ensure equality, diversity and inclusion practices are consistent across the workforce. Their

aim is to ensure that there are clear lines of accountability, ownership and consistency.

Corserv as a legal entity, along with Cornwall Airport Limited, did not meet the reporting criteria threshold for the number of employees. Therefore this report analyses workforce data relating to Cornwall Housing Limited, Cormac Solutions Limited and Cormac Contracting Limited and Cornwall Development Company Ltd. Via East Midlands is no longer part of the Corserv Group of Companies (March 2019).



Gender pay gap: background

Corserv and its respective group of companies are trading businesses of Cornwall Council and therefore adhere to the Public Sector Equality Duty as well as publishing gender pay gap information. The gender pay gap identifies differences in pay between the female and male workforce.

Our values

SERVICE EXCELLENCE

CLIMATE CHANGE AND SUSTAINABILITY



PEOPLE



OUR THEMES

COLLABORATION AND INNOVATION

What do we report on?

An employer must publish six calculations showing;

- Average pay gap as a mean average
- Average gender pay gap as a median average
- Average bonus gender pay gap as a mean average
- Average bonus gender pay gap as a median average
- Proportion of males receiving a bonus payment and proportion of females receiving a bonus payment
- Proportion of males and females when divided into four groups ordered from lowest to highest pay

The figures

The overall gender pay gap is defined as the difference between the median or mean (average) basic annual earnings of men and women as a percentage of the median or mean basic annual earnings of men.

Quartile pay band data

The quartile pay band data show the proportions of male and females whose full pay sits within the lower, lower middle, upper middle and upper quartile pay bands.

The gender pay gap calculation

Median pay men

Midpoint of pay between the lowest paid male staff member and the highest
= Median pay men

Median pay woman

Midpoint of pay between the lowest paid female staff member and the highest
= Median pay women

Median pay men
-
Median pay women

Median pay men

x 100



CORMAC

Summary data: background

Cormac employs 1,397 skilled individuals across a variety of different services. Staff work across 20 sites and with work spread across hundreds of different locations in Cornwall.

Facilities management

Cormac's facilities management service provides carpenters, masons, electricians, plumbers, commercial and domestic mechanical engineers, kitchen engineers, cleaners and security. Even though all roles are advertised openly, there are a larger number of females in facilities services, often in part-time positions in the lower pay quartile.

Highways and environment

Cormac's Highways and Environment service provides network management, surfacing works, construction services, consultancy advice and design, aggregates and recycling, maintenance of highways, and public rights of way, fleet maintenance services and delivers the school crossing patrol service. The environment team provides landscape design and construction, tree inspections and associated advice, arboricultural works and specialist advice and treatment of noxious weeds including Japanese knotweed and ragwort.

Highways maintenance, surfacing, fleet, and aggregates and recycling roles attract a

significantly higher proportion of males, largely due to the manual and physical nature of some of the tasks required, and arguably because these roles have long been perceived as the domain of males.

Community services

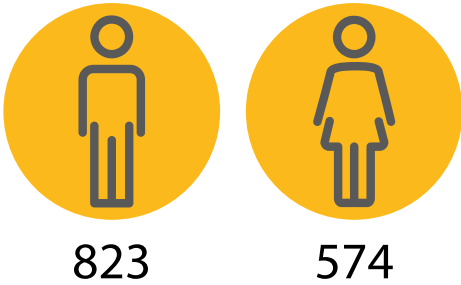
The Community Care Service delivers domiciliary care to individuals in their own home and short term enablement services. The gender split is aligned to national care sector figures, with 221 females in the service against 9 males. Nationally, 85% of the workforce in direct care or support-providing positions are female. There is a social perception that caring roles are predominantly a female profession. The Community Services division engages with local schools and attends events to promote caring as a career that is not gender specific.

Cormac Contracting

Cormac Contracting's purpose is to generate revenues by winning work in a competitive environment, partnering with other public or private sector companies to deliver cost effective and sustainable solutions to complex engineering challenges.

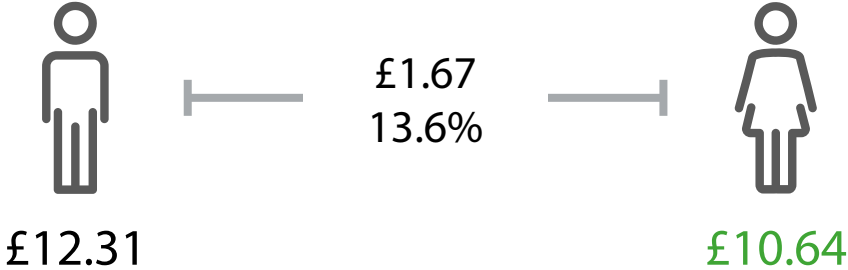
Cormac also delivers training services and supports graduates, trainees and apprentices.

Summary data and gender pay gap calculations across the whole of Cormac



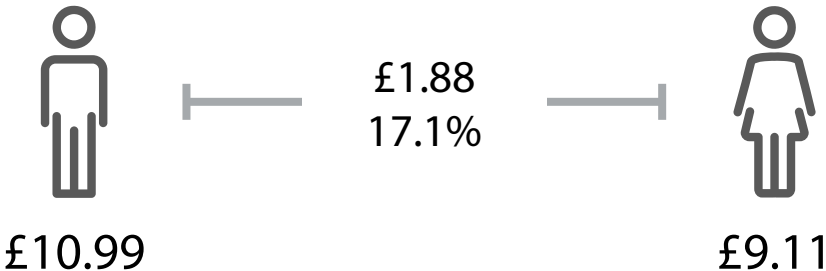
From the previous reporting period Cormac have had a reduction of 95 men and 185 women across the workforce with an overall difference of 280 staff.

Average gender pay gap as a mean average



In comparison to the previous reporting period, Cormac has seen a reduction in the mean average Gender Pay Gap, from 18.8% down to 13.6%. There has been a £1.00 increase in the male mean average hourly rate and a £1.46 increase in the female mean average hourly rate. The overall gap has reduced by 5.2%, this is likely to be as a result of 280 less staff across the workforce especially male roles within the upper quartile pay bands

Average gender pay gap as a median average



There has been a 7.9% decrease in Cormac’s median average Gender Pay Gap, since the last reporting period with a £0.74 increase in the male median average hourly rate and £1.42 increase in the female median hourly rate. This change will be reflected in the cost of living increases across the company as well as the decrease in headcount across the board.

CORMAC Gender pay gap analysis

There has been a decrease of 72 males falling into the upper pay band quartile since the last reporting period, with an increase of 2 females falling into the upper band quartile. There has been a decrease of 43 females in the upper middle quartile and a decrease of 26 of males in the same quartile. The overall gender pay gap has reduced across the Company which can be attributed to a reduction in staff numbers.

Quartile pay band data 2019

| Quartile | Number | | Percentage | |
|------------------|--------|--------|------------|--------|
| | Male | Female | Male | Female |
| Q4. Upper | 251 | 98 | 71.92% | 28.08% |
| Q3. Upper middle | 270 | 80 | 77.14% | 22.86% |
| Q2. Lower middle | 174 | 175 | 49.86% | 50.14% |
| Q1. Lower | 128 | 221 | 36.68% | 63.32% |

Quartile pay band data 2018

| Quartile | Number | | Percentage | |
|------------------|--------|--------|------------|--------|
| | Male | Female | Male | Female |
| Q4. Upper | 323 | 96 | 77.09% | 22.91% |
| Q3. Upper middle | 296 | 123 | 70.64% | 29.36% |
| Q2. Lower middle | 165 | 254 | 39.38% | 60.62% |
| Q1. Lower | 134 | 286 | 31.90% | 68.10% |

Conclusion

Compared to the last reporting period, there seems to be a movement towards more equal representation across the quartiles, with the exception of quartile three. Overall, the pay gap is closing which is positive for the organisation; this is likely to be due to the Group's continued commitment towards paying the foundation living wage. However, it is recognised that there is more work to do, particularly in the upper quartiles.



CORNWALL HOUSING

Summary data: background

Cornwall Housing manages and maintains over 10,000 Cornwall Council-owned homes, as well as:

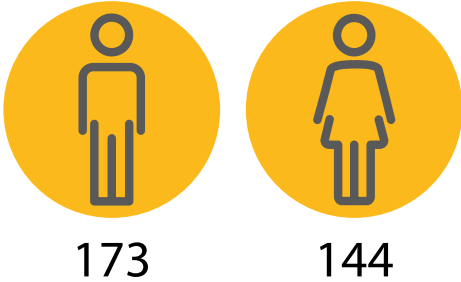
- looking after 399 leaseholders
- managing garages and shops
- managing land in neighbourhoods with council-owned housing
- delivering the Homechoice and Housing Options and advice service on behalf of Cornwall Council
- supporting 10500 homes for social rent across the county.

Summary data and gender pay gap calculations

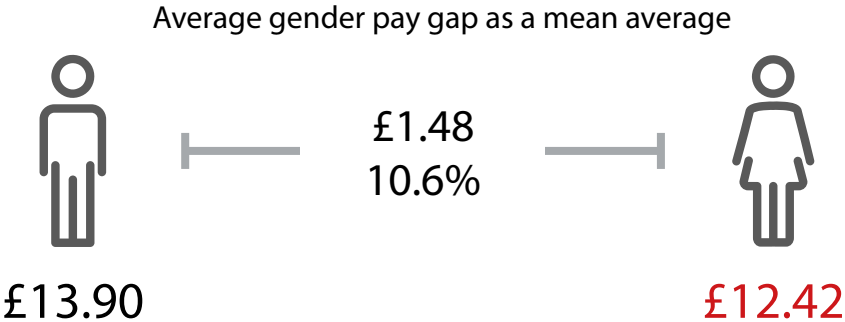
Cornwall Housing has a fairly even split of males and females across the company. Cornwall Housing is inclusive in the pay banding and structure across all tiers of its workforce, with only a small disparity across male and female pay.

The gender pay gap does not suggest that any particular role favours a more male or female demographic. Services are representative of the communities they are serving and the gender pay gap profiling reinforces the inclusivity of service delivery and the company's approach in encouraging individuals to roles, regardless of gender.

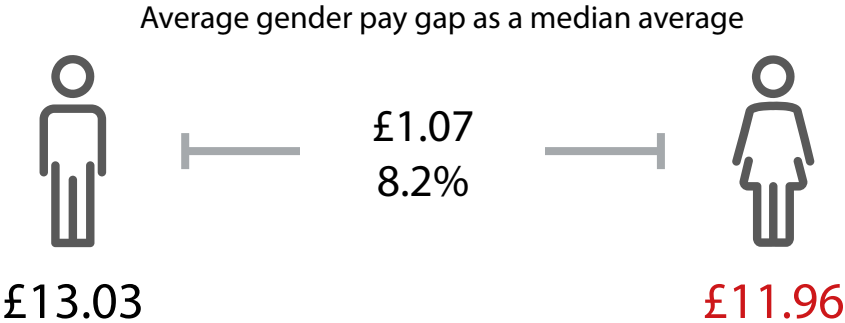
Summary data and gender pay gap calculations



From the previous reporting period Cornwall Housing has a decrease of 26 males and 49 females across the workforce.



In comparison to the previous year the mean average Gender Pay Gap difference has increased, it is likely that the reduction in workforce across the last reporting period, particularly the large decrease in female staff in this period, has contributed towards this rise.



In comparison to the previous year the median average Gender Pay Gap has increased from a gap of £0.27p or 2.3% last year to £1.07 or 8.2% this year. By looking at the quartile pay data we can see that this is likely to be due to the increase of females in Q4 and the reduction in all other quartiles.

Quartile pay band data 2019

| Quartile | Number | | Percentage | |
|------------------|--------|--------|------------|--------|
| | Male | Female | Male | Female |
| Q4. Upper | 54 | 25 | 68.35% | 31.65% |
| Q3. Upper middle | 39 | 41 | 48.75% | 51.25% |
| Q2. Lower middle | 54 | 25 | 68.35% | 31.65% |
| Q1. Lower | 26 | 53 | 32.91% | 67.09% |

Quartile pay band data 2018

| Quartile | Number | | Percentage | |
|------------------|--------|--------|------------|--------|
| | Male | Female | Male | Female |
| Q4. Upper | 63 | 35 | 64.30% | 35.70% |
| Q3. Upper middle | 42 | 56 | 42.90% | 57.10% |
| Q2. Lower middle | 51 | 47 | 52.00% | 48.00% |
| Q1. Lower | 43 | 55 | 43.90% | 56.10% |

Conclusion

Cornwall Housing demonstrates a relatively evenly split workforce, however this year there has been a disproportionate change across the genders where a decrease in workforce has occurred. Notably there has been a greater decrease in female workers in the upper quartiles whilst at the same time an increase in female workers in the lower quartiles. The disproportionate decrease in female workers compared to male workers is likely to have contributed towards the increasing pay gap between male and female workers.

Cornwall Housing promote all roles and opportunities within the company in an open and inclusive environment and individuals with the correct skill set are encouraged to apply, this is reflected in the evenly balanced quartile data.

Cornwall Housing continues to promote equality and inclusion across service delivery, ensuring that tenants are included in the decision making process where appropriate and that there is a transparent and open culture around reducing any inequalities.



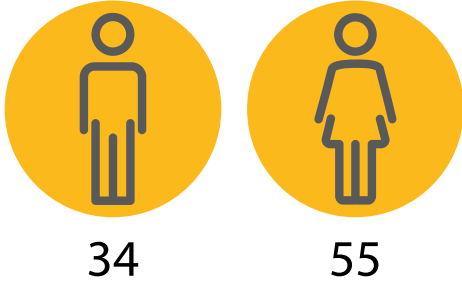
Summary data: background

Cornwall Development Company is tasked with increasing the prosperity of Cornwall's residents, communities and businesses through inclusive, sustainable low-carbon economic growth by:

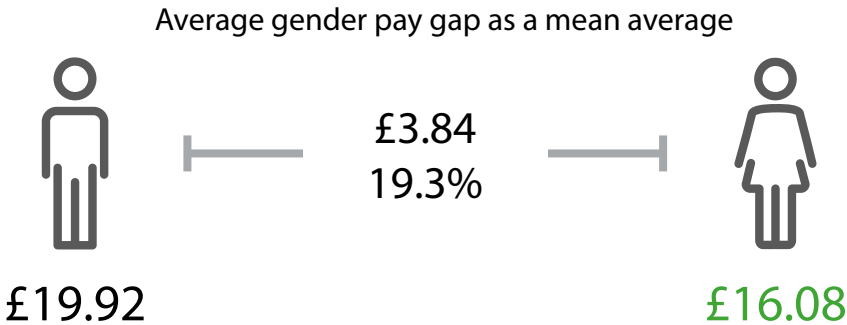
- providing business support to SME's
- attracting inward investment and increasing export trade
- increasing RD&I and potential high growth sectors
- facilitating delivery of key digital, infrastructure and workspace developments.

Cornwall Development Company has a total of 89 employees. However, it is included in the gender pay report because, as part of its structure, there is a commercial recruitment agency – Jobline Staffing – which employs to the Corserv Group of Companies. This subsequently brings Cornwall Development Company within the scope of gender pay reporting. Jobline Staffing data is shown separately.

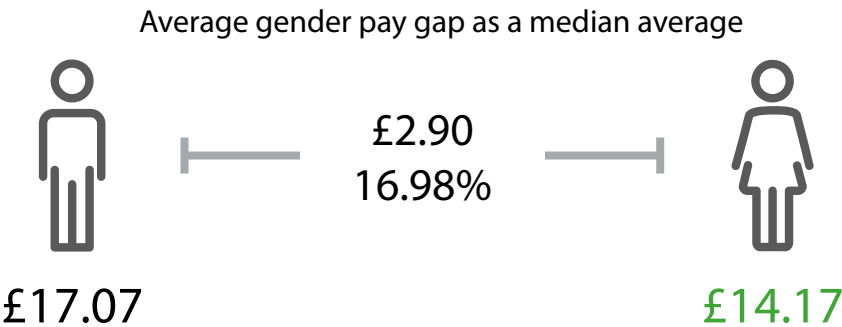
Summary data and gender pay gap calculations



From the previous reporting period Cornwall Development Company has had an decrease of 4 males and 7 females, with a rise of 11 staff overall.



In comparison to the previous year, the mean average has reduced from 24.9% to 19.3%. As males have seen a slight decrease in the mean salary, females have seen a slight increase, closing the gap between the two.



There has been an £0.89 reduction in the median average Gender Pay Gap difference since the last reporting period from £3.79 to £2.90.

Quartile pay band data 2019

| Quartile | Number | | Percentage | |
|------------------|--------|--------|------------|--------|
| | Male | Female | Male | Female |
| Q4. Upper | 12 | 10 | 54.55% | 45.45% |
| Q3. Upper middle | 9 | 14 | 39.13% | 60.87% |
| Q2. Lower middle | 7 | 15 | 31.82% | 68.18% |
| Q1. Lower | 6 | 16 | 27.27% | 72.73% |

Quartile pay band data 2018

| Quartile | Number | | Percentage | |
|------------------|--------|--------|------------|--------|
| | Male | Female | Male | Female |
| Q4. Upper | 13 | 12 | 52.00% | 48.00% |
| Q3. Upper middle | 14 | 11 | 56.00% | 44.00% |
| Q2. Lower middle | 7 | 18 | 28.00% | 72.00% |
| Q1. Lower | 4 | 21 | 16.00% | 84.00% |

Conclusion

Since the last reporting period there has been an overall decrease in the workforce. Quartile four is represented fairly evenly with all other quartiles more represented by female employees which continues to skew the average salaries.

The vast majority of roles across the company are project- based, EU funded and time-limited across a range of administrative and specialist disciplines accounting for some of the variances across quartiles.



JoblineStaffing

Summary data: background

Jobline Staffing is a recruitment agency managed by Cornwall Development Company. It provides temporary workers and permanent placements to the Corserv group of companies, public and private sector organisations. Jobline Staffing operates as a commercial organisation.

The company provides:

- over 200 temporary workers across a range of sectors - highways, housing, health, technology, interpretation, and schools - each week
- interpreter and translation service covering over 30 languages
- outsourced master vendor solutions
- established networks and access to national CV search job boards

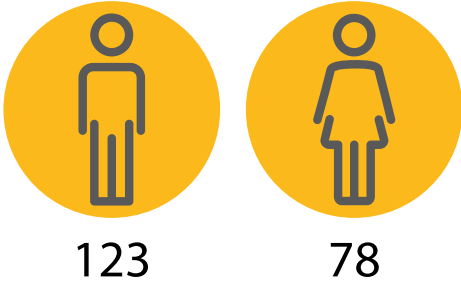
Summary data and gender pay gap calculations

Jobline Staffing has a total of 201 employees at the qualifying period. The nature of the workforce is transient and the number of employees can fluctuate on a weekly basis.

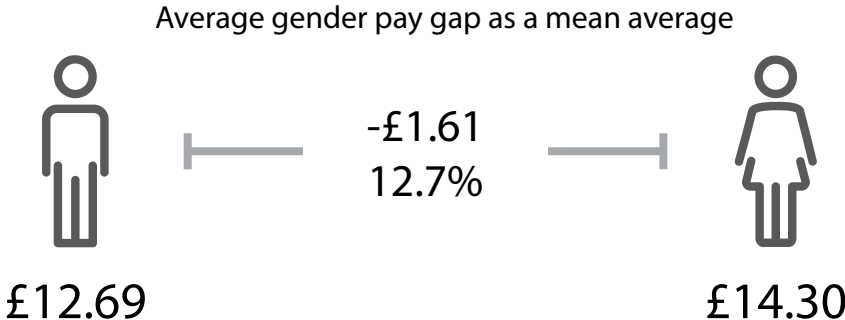
Gender pay gap analysis

Market forces dictate the pay rate for our workers. Working closely with clients, rates offered are ensured to be fair, and the candidates and CVs provided are based on the level of skills and qualifications required, regardless of gender.

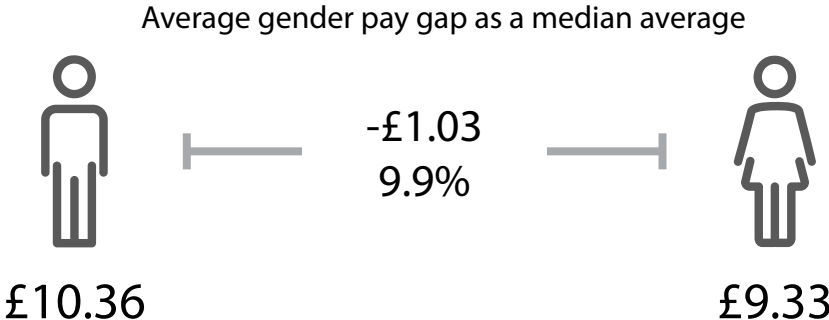
Summary data and gender pay gap calculations



There has been an decrease of 27 staff across the workforce since the last reporting period, all of which were female.



Jobline continue to pay females a greater hourly rate than males, however, due to the increase of males in the workforce it has slightly decreased the mean and median average Gender Pay Gap.



Quartile pay band data 2019

| Quartile | Number | | Percentage | |
|------------------|--------|--------|------------|--------|
| | Male | Female | Male | Female |
| Q4. Upper | 30 | 20 | 60.00% | 40.00% |
| Q3. Upper middle | 42 | 8 | 84.00% | 16.00% |
| Q2. Lower middle | 31 | 20 | 60.78% | 39.22% |
| Q1. Lower | 20 | 30 | 40.00% | 60.00% |

Quartile pay band data 2018

| Quartile | Number | | Percentage | |
|------------------|--------|--------|------------|--------|
| | Male | Female | Male | Female |
| Q4. Upper | 8 | 49 | 14.00% | 85.96% |
| Q3. Upper middle | 43 | 14 | 75.40% | 24.60% |
| Q2. Lower middle | 28 | 29 | 49.10% | 50.90% |
| Q1. Lower | 44 | 13 | 77.20% | 22.80% |

Conclusion

Market forces continue to dictate the pay rates for Jobline workers. Working closely with clients, rates offered are ensured to be fair, and the candidates and CVs provided are based on the level of skills and qualifications required regardless of gender.

Decreases in female representation across the upper quartiles coupled with an increase in Q1 are the reason for such a dramatic change in average salaries compared to the previous reporting period. This decrease is likely due to a widening of the quartiles as a result of two male employees on a high hourly rate. This is particularly high as a result of the type of work being casual and on demand. The hourly rate across Q2 have not actually changed much from the previous years Q3.

The company engages and works with clients to ensure services are equally accessible and to ensure that recruitment and employment practices and procedures actively promote equality of opportunity. Due to the job types, particularly those that offer flexible working ie. translating, many of the roles appeal to female workers and these roles tend to be associated with high hourly rates. This largely contributes to why the female average pay is higher than the male average pay.

Evaluation

Corserv and the group of companies are fully committed to equality, fairness and creating inclusive working environments. The group of companies provide a wide range of diverse services; however operational segregation is still apparent despite continuing to adopt a gender neutral advertising approach. It seems the barriers associated with occupational segregation may require a more pro-active approach which has been noted to the Equality and Diversity steering group.

Corserv's recruitment team have a continued commitment to regularly reviewing our recruitment processes to ensure our roles are accessible to a wide range of candidates. They are dedicated to providing a fair and transparent process to ensure opportunities promote development and careers within the Group. Where possible, we strive to offer flexible working to enable people to fit work with their home life and other responsibilities.

Our Learning Team are innovating our approach to development within the business including expanding our offering to apprentices and graduates. We recognise the importance of opportunities to grow within our business and strive to make these available to our wider teams.

The new HR system goes live for this business year and will allow better workforce gender profiling to be recorded and reported. The workforce will have the ability to manage their own gender information making the process more transparent and easier to use. It is hoped that this implementation will create better opportunities to understand the Corserv gender profile allowing a greater strategic overview to better support the workforce.

The Corserv Equality and Diversity Steering Group continue to meet and develop joined up approaches around this agenda. A continued effort towards employee engagement, development and planning, resource planning and effective management and leadership is supporting our journey towards creating a strong company culture around inclusivity and investment in our workforce.