

CORSERV



GENDER PAY GAP REPORT 2018



A CORNWALL
COUNCIL COMPANY

www.corservltd.co.uk



It has been an exciting twelve months in the development of Corserv and I am proud to be leading such a dedicated workforce and diverse group of companies. We remain committed to staff well-being and to creating inclusive environments for our entire workforce, aligned to our business plan priorities. We have successfully implemented the Foundation Living Wage, reviewed our apprentice framework, strengthened our training commitment and continue to develop flexible working arrangements alongside work on our People Plan. We have similar gender pay gaps to those reported last year, but we are building the foundation to be able to address this issue over the coming years.

There continues to be challenges to recruit outside of industry stereotypes, with operational segregation being evident across some of our service areas, but we are aware of these issues and we are working hard to implement the culture change required to develop greater diversity. We want to recruit and retain the best people to work with the Corserv group of companies and support, empower and train them to do their best for the people of Cornwall. 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.

Cath Robinson
Group Managing Director

Who are we?

The Corserv group includes Corserv Limited, Cornwall Development Company, Cornwall Housing Limited, Cormac Solutions Limited, Via East Midlands Limited (Via) 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. This group also feeds into Cornwall Council's Corporate

Equality Steering Group, ensuring there are clear lines of accountability, ownership and consistency.

Corserv as a legal entity, along with Cornwall Airport Limited, did not meet the 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, Cornwall Development Company and Via East Midlands Limited.

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



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

$$\frac{\text{Median pay men} - \text{Median pay women}}{\text{Median pay men}} \times 100$$



CORMAC

Summary data: background

Cormac employs 1,677 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 200 females in the service against nine males. Nationally, women currently make up 82% of the care workforce. 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.

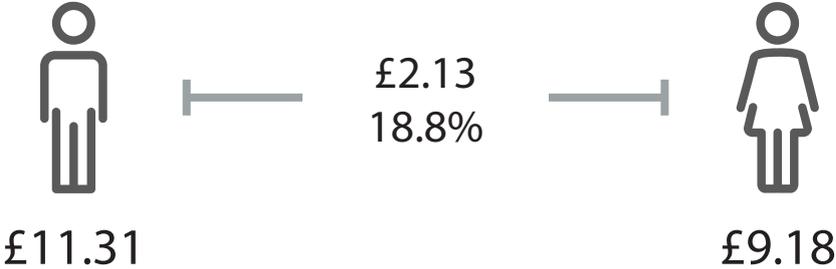
Cormac also delivers training services and supports graduates, trainees and apprentices.

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



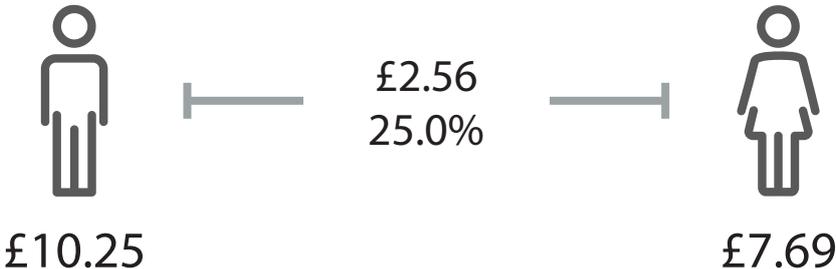
From the previous reporting period Cormac have had a reduction of 29 men and 46 women across the workforce with an overall difference of 75 staff.

Average gender pay gap as a mean average



In comparison to the previous reporting period, Cormac has seen a reduction in the mean average from 22.6% down to 18.8%. There has been a 0.10p increase in the male mean average hourly rate and a 0.50p increase in the female mean average hourly rate. The overall gap has reduced by 3.8%, this is likely to be as a result of 75 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 1.5% decrease in Cormac’s median average since the last reporting period with a 0.15p increase in the male median average hourly rate and 0.27p increase in the female median hourly rate. This change will be reflected in the cost of living increases across the company.

CORMAC Gender pay gap analysis

There has been a reduction of 22 males falling into the upper pay band quartile since the last reporting period, with an increase of 3 females falling into the upper band quartile. There has been a reduction of 58 females in the upper middle quartile and with an increase of 39 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 2018

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

Quartile pay band data 2017

Quartile	Number		Percentage	
	Male	Female	Male	Female
Q1. Lower	144	294	32.9%	67.1%
Q2. Lower middle	201	237	45.9%	54.1%
Q3. Upper middle	257	181	58.7%	41.3%
Q4. Upper	345	93	78.8%	21.2%

Conclusion

The gender pay gap has decreased since the last reporting period, this can be attributed to a reduction of staff numbers across quartile bands. There have been steps taken to address the findings from previous reporting with a stronger commitment towards apprentice and graduate placements – as at 21 January 2019 there are 31 apprentices and 8 graduates in process across the Company.

Encouraging a younger and more diverse workforce will not have an immediate impact on the gender pay findings for the immediate future, however it is hoped that by retaining this demographic of the workforce gender pay will be affected the further they progress in their careers.



CORNWALL HOUSING

Summary data: background

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

- looking after approximately 300 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
- owning 56 homes for social rent across the county.

Summary data and gender pay gap calculations

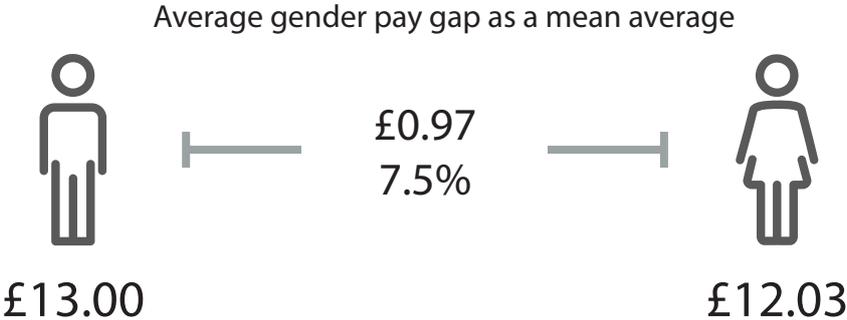
Cornwall Housing has a fairly even split of males and females across the company. Cornwall Housing is inclusive in the pay banding and structure across all tiers of its workforce, with only a small disparity across male and female pay.

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.

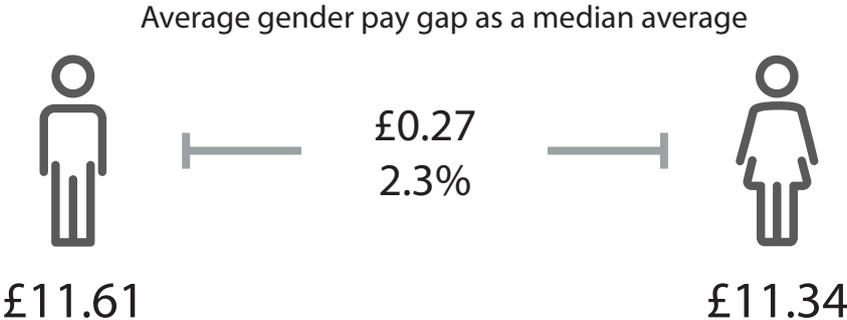
Summary data and gender pay gap calculations



From the previous reporting period Cornwall Housing has a reduction of 23 males and 7 females across the workforce.



In comparison to the previous year the mean average has increased by 0.5%, it is likely that the reduction in workforce across the last reporting period can be attributed to this minor rise.



In comparison to the previous year the median average has decreased from a gap of 41p and 3.4% to 27p and 2.3% for this year. There has been an even spread of both males and female changes across the pay quartile bands which is reflected in this change.

Quartile pay band data 2018

Quartile	Number		Percentage	
	Male	Female	Male	Female
Q1. Lower	43	55	43.9%	56.1%
Q2. Lower middle	51	47	52.00%	48.0%
Q3. Upper middle	42	56	42.9%	57.1%
Q4. Upper	63	35	64.3%	35.7%

Quartile pay band data 2017

Quartile	Number		Percentage	
	Male	Female	Male	Female
Q1. Lower	50	56	47.2%	52.8%
Q2. Lower middle	54	51	51.4%	48.6%
Q3. Upper middle	52	54	49.1%	50.9%
Q4. Upper	66	39	62.9%	37.1%

Conclusion

For the second year Cornwall Housing has reported a very reflective workforce across all pay quartiles, highlighting that roles are not gender specific. In this year's reporting there are 23 less males than in the previous reporting period, as highlighted in the figures above, these changes are evenly spread across quartile bands and are not targeted towards any level of the company. There has been a reduction of 3 males at the upper quartile level which is aligned to a reduction of 4 females at the same level. In relation to roles held by females there has actually been an increase of 2 more females in the upper middle quartile of the Company.

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 and that there is a transparent and open culture around reducing any inequalities.



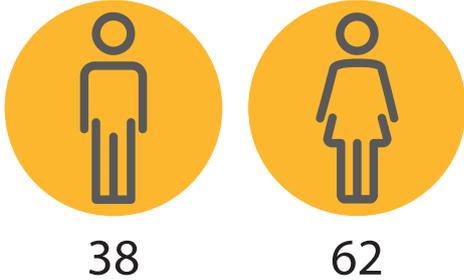
Summary data: background

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

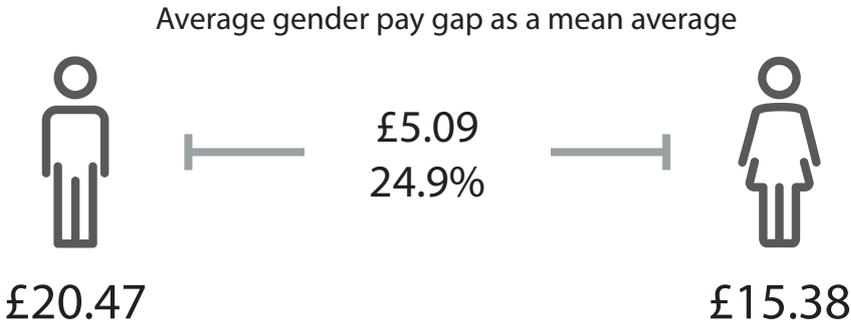
- providing business support to SME's
- attracting inward investment and increasing export trade
- increasing RD&I and potential high growth sectors
- facilitating delivery of key digital, infrastructure and workspace developments.

Cornwall Development Company has a total of 100 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 workers. This subsequently brings Cornwall Development Company within the scope of gender pay reporting. Jobline Staffing data is shown separately.

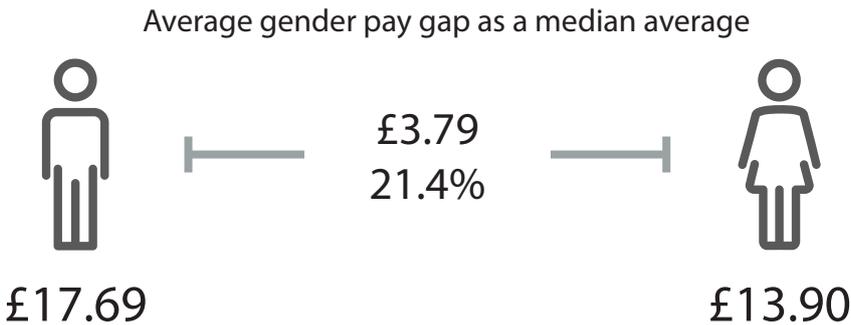
Summary data and gender pay gap calculations



From the previous reporting period Cornwall Development Company has had an increase of 6 males and 25 females, with a rise of 31 staff overall.



In comparison to the previous year the mean average has increased by 0.7%, with the mean hourly rate of the male workforce increasing slightly from £19.74 to £20.47 against a comparable increase in the female hourly rates from £14.97 to £15.38. These increases are attributed to the increase of a 2% cost of living uplift across the workforce and with 25 more females in roles than the previous year the gap has not been significantly affected.



There has been a slight decrease in the overall median average since the last reporting period from 22.1% to 21.4% and 12p difference.

Quartile pay band data 2018

Quartile	Number		Percentage	
	Male	Female	Male	Female
Q1. Lower	4	21	16%	84%
Q2. Lower middle	7	18	28%	72%
Q3. Upper middle	14	11	56%	44%
Q4. Upper	13	12	52%	48%

Quartile pay band data 2017

Quartile	Number		Percentage	
	Male	Female	Male	Female
Q1. Lower	5	12	29.4%	70.6%
Q2. Lower middle	6	12	33.3%	66.7%
Q3. Upper middle	9	8	52.9%	47.1%
Q4. Upper	12	5	70.6%	29.4%

Proportion of bonus payments to males	Proportion of bonus payments to females
2.5%	0.0%

Conclusion

Since the last reporting period there has been an increase of 6 males and 25 females across the workforce, with an increase of 7 more females now falling into the upper quartile band. This has meant that the gender pay gap has not been significantly affected compared to the 2017 data and has stayed relative to last year's figures.

CDC have implemented a cost of living wage increase over this period seeing a minor increase in hourly rates across the company. 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

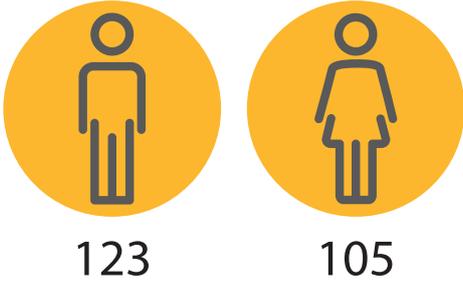
Summary data and gender pay gap calculations

Jobline Staffing has a total of 228 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

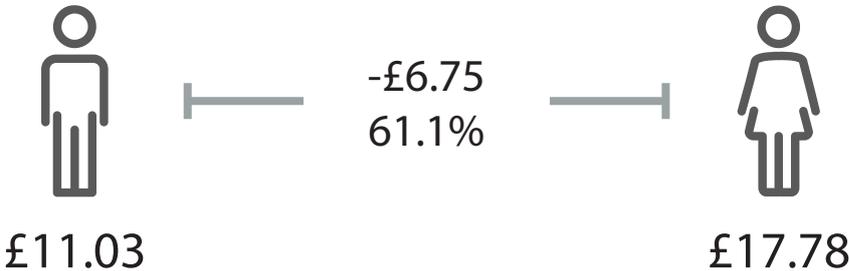
Market forces dictate the pay rate for our workers. Working closely with clients, rates offered are ensured to be fair, and the candidates and CVs provided are based on the level of skills and qualifications required, regardless of gender.

Summary data and gender pay gap calculations



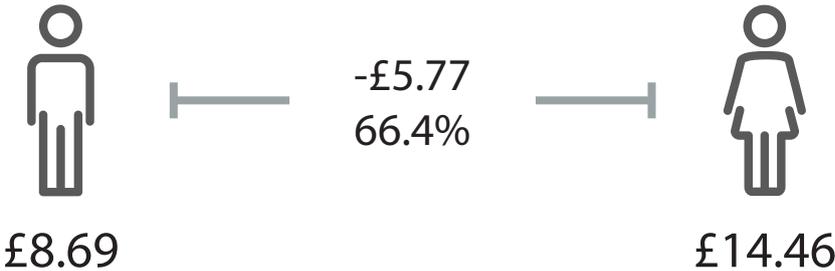
There has been an increase of 18 staff across the workforce since the last reporting period, with an increase of 20 males and a decrease of 2 females overall.

Average gender pay gap as a mean average



Jobline continue to pay females a greater hourly rate than males however due to the increase of males in the workforce it has slightly reduced the mean and median averages.

Average gender pay gap as a median average



Quartile pay band data 2018

Quartile	Number		Percentage	
	Male	Female	Male	Female
Q1. Lower	44	13	77.2%	22.8%
Q2. Lower middle	28	29	49.1%	50.9%
Q3. Upper middle	43	14	75.4%	24.6%
Q4. Upper	8	49	14%	85.96%

Quartile pay band data 2017

Quartile	Number		Percentage	
	Male	Female	Male	Female
Q1. Lower	33	20	62.3%	37.7%
Q2. Lower middle	25	27	48.1%	51.9%
Q3. Upper middle	36	17	67.9%	32.1%
Q4. Upper	9	43	17.3%	82.7%

Conclusion

Market forces 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.

The highest proportion of Jobline's workforce sits within Q1 to Q3. This reflects our largest client base which covers historically male dominated sectors. Q4 contains a higher proportion of female workers earning a higher hourly rate. Again this reflects the company's client base, specifically for the interpreter service. Male and female interpreters are available, but the flexible/part-time nature of the assignments results in a higher proportion of female applicants able to fit the work in around family commitments.

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.

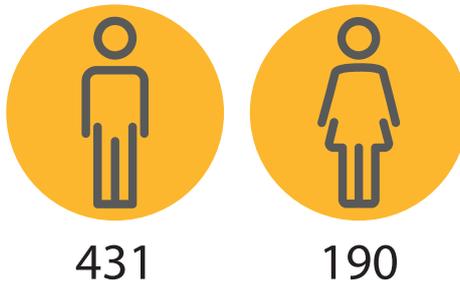


Summary data: background

Via East Midlands Ltd (Via) is a relatively new joint venture company between Nottinghamshire County Council and Corserv. Via employs over 600 staff across seven sites and provides all highways, fleet management and maintenance functions to the residents of Nottinghamshire, such as maintenance of roads, footways, signs,

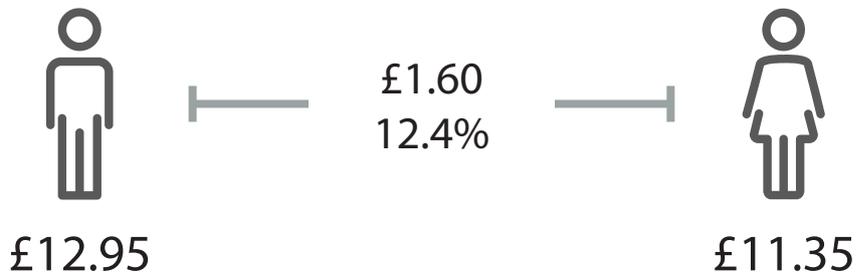
lines, lighting and signals, salting and snow clearance, delivery of highway improvement services and management of activities which affect the county's highway network of over 4,100 kilometres. Due to the services it delivers, Via naturally is male dominated, equating to nearly 70% of the workforce. This is aligned to the industry demographic.

Summary data and gender pay gap calculations

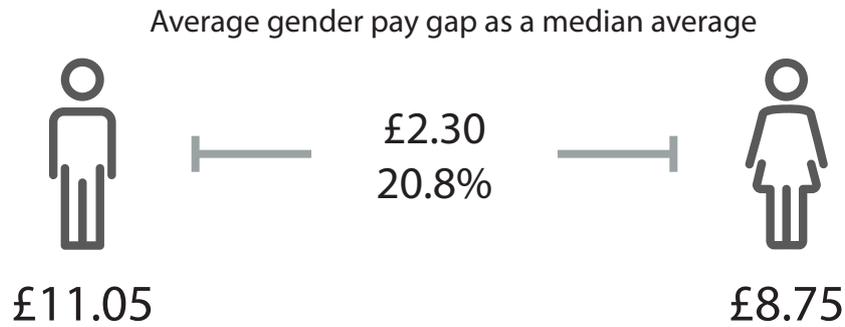


From the previous reporting period Via have had a slight increase of 14 men and 1 woman across the workforce with an overall difference of 15 staff.

Average gender pay gap as a mean average



In comparison to the previous reporting period, Via has seen a reduction in the mean average from 13.1% down to 12.4%. There has been a 0.14p increase in the male mean average hourly rate and a 0.22p increase in the female mean average hourly rate. The overall gap has reduced since the last reporting period.



The median average across both reporting periods are largely the same, the median gap has seen a reduction from 21.7% to 20.8%.

Quartile pay band data 2018

Quartile	Number		Percentage	
	Male	Female	Male	Female
Q1. Lower	65	91	41.7%	58.3%
Q2. Lower middle	117	38	75.5%	24.5%
Q3. Upper middle	128	27	82.6%	17.4%
Q4. Upper	121	34	78.1%	21.9%

Quartile pay band data 2017

Quartile	Number		Percentage	
	Male	Female	Male	Female
Q1. Lower	62	90	40.8%	59.2%
Q2. Lower middle	112	39	74.2%	25.8%
Q3. Upper middle	125	27	82.2%	17.8%
Q4. Upper	118	33	78.1%	21.9%

There has been a slight increase of 3 males within the upper quartile and 3 males in the upper middle quartile which is reflected in the gender pay gap being reduced since the previous reporting period. The workforce has remained stable across both years reporting periods with no significant increase or decrease across quartile bands.

Conclusion

The data highlights that there is a stable workforce across Via, with reporting figures mirroring that of the previous reporting period. The breakdown of males to female ratio is standard profiling of a highways delivery service which is aligned to industry norms. It still remains difficult to attract females into engineering and highways related functions. Via is responsible for 140 school crossing patrol sites in Nottinghamshire, these roles attribute for the greater number of females within the lower quartile banding. The term-time only contract and hours tends to attract more female applicants. There has been an overall reduction of the gender pay gap across Via.

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 apparent and despite roles being advertised as gender neutral there are still barriers around attracting certain genders to certain roles.

Ongoing work is taking place to look at the recruitment and selection processes across Corserv to ensure the group attract, develop and retain the best staff and any unconscious bias is removed. The application process will be reviewed to ensure that individuals are not excluded from the applying for roles with the existing application process. There is a commitment to offer flexible working opportunities encouraging staff to be able to work from different locations or flexible working hours, which supports staff with childcare or caring responsibilities.

Alongside this is a review of the learning and development provision and a stronger commitment to offering opportunities for apprentices and graduates.

There will be the implementation of a new HR system which 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. The development of a Corserv HR plan seeks to ensure improved employee engagement, development and planning of resources for the future, and effective management and leadership to ensure a strong company culture around inclusive environments and investment in the workforce.