

## Collinson Gender Pay Gap 2018

### Introduction

Collinson is a company committed to compliance with the word and spirit of the relevant employment legislation. The requirement of gender pay gap reporting comes at a time when we have significantly increased our focus on the topic of diversity and inclusion. We see the reporting as a positive opportunity to ensure we are making a difference where it is most required.

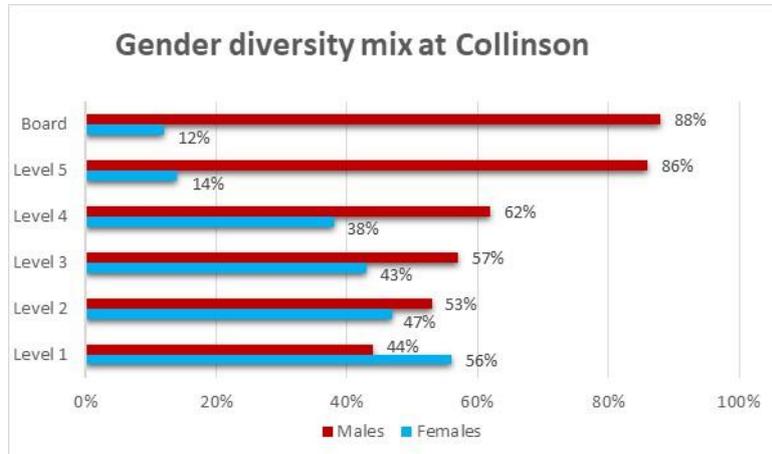
Our obligations to report under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, have enhanced our internal analysis of average pay in the business and is helping us to shape plans to ensure for further enhancements.

Equal pay looks at the pay differences between men and woman who carry out the same jobs, similar jobs or work of equal value. We strive to achieve equal pay for equal work regardless of gender.

The gender pay gap report shows the differences in the average pay between men and women, regardless of the role they are undertaking, for all full and part-time UK based employees, excluding contractors. This snapshot in time was taken on the 5 April 2018. On this day, Collinson employed 52% male employees and 48% female.

We can confirm from the 2018 figures that women's pay based on the mean is 28.3% lower than men's pay for all UK based employees of Collinson. This is 1.9% worse than reported in the previous year.

### The gender diversity mix at Collinson



### Why do we have a gender pay gap at Collinson?

There are two main drivers behind Collinson's gender pay gap – the number of women occupying senior roles and a reliance on professions that are typically male dominated.

- 68% of our UK workforce operate within the lower two levels (competency level 1 & 2) within our business structure with 52% of these people being female.
- 28% of our workforce operate at the mid-levels (competency level 3 & 4) within our business structure with 41% of these being female.
- 4% of our workforce occupy senior leadership roles (competency level 5 and the Board) within our business structure with 14% of these being female.

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- Market conditions dictate that technology roles have a tendency to demand higher salaries when compared to many other professions within Collinson. Those occupying technology roles represent 18% of our workforce, and of these 80% are male. Our main offices in the UK are based in London and West Sussex and according to LinkedIn Talent Insights, 69% of the Technology talent pool in London are men and 65% are men in West Sussex. It is clear to us that Collinson has an opportunity to attract more female talent in this competitive area.

Detailed analysis revealed:

- Where people are occupying roles that are of a similar nature, there are some instances where the rate of pay has not been equal, and is in need of addressing.
- We discovered inconsistencies with some competency levels that had been applied incorrectly. Not all of these impacted our Gender Pay Gap, but this represented an opportunity to correct.
- There is an opportunity to understand and overcome challenges that may be preventing women from securing more senior roles.
- We recognised that there was a potential for bias during the recruitment process.

### **The work that has been driven since the 2017 report**

Diversity, equality and Inclusion are extremely important to Collinson and represent a key enabler for our business success. We have used our analysis to drive specific actions centred around making a positive difference. We have approached this in a number of ways:

- Our Chair from the global Women in Collinson network has been involved extensively in the analysis and review of our Gender Pay Gap data to ensure full transparency.
- We introduced gender neutral advertising within our Talent Acquisition function.
- We introduced a framework for recruiting, to include a better gender diverse mix through the interviewing process in order to remove the potential for bias. We rolled out a pilot for bias training and interview skills for hiring managers and this will be compulsory training for all hiring managers from June 2019.
- External research suggests that job adverts written by women are more likely to appeal to women by the nature in which they are crafted. Collinson has been piloting this approach to help increase our ability to attract more senior level female talent.
- We have been strengthening our employer brand to ensure it has broader appeal to a diverse range of talent. We increased focus on supporting existing networks such as Women in Collinson, Link LGBTQ+ and transforming our business through the delivery of a stronger employee value proposition.
- People & Culture Business Partners are playing a more influential role before roles go out to hire to ensure we are hiring within range of existing talent doing similar roles across the company. Where market rate increases on specific low supply, high demand roles are inflating, we are protecting our risk of losing existing talent by applying potential increases in line with this in some areas.
- We continue to define our talent pool of high performing, high potential people and establishing succession plans that enable a diverse range of talent to grow into more senior roles.

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- We assessed like for like roles during the salary review and bonus payout period and made appropriate remedial action to address in-balance.
- Reviewed job families and job titles to make adjustments where appropriate.
- We have designed a mentoring programme to support their expedited growth of a diverse range of talent into more senior roles, to be launched by mid-2019.
- Introduced a Millennial Committee that maintains a greater mix of female to male representation in order to drive insights and decision making related to our people & culture, along with ensuring a strong diversity mix beyond gender. This will encompass key discussions relating to the growth of our talent mix at various levels.

### Mean and median gender pay gap

The mean gender pay gap is the difference in average hourly rates of pay that male and female employees receive.

Lower (Mean)	Lower (Median)
28.3%	34.9%

### Mean gender pay gap by pay quartiles

This is the percentage of male and female employees in four quartile pay gaps bands (dividing our workforce into four equal parts).

	Top quartile	Upper middle quartile	Lower middle quartile	Lower quartile
<b>Women</b>	30%	39%	57%	64%
<b>Men</b>	70%	61%	43%	36%

### Mean and median gender bonus gap

The mean gender bonus gap is the difference in average bonus pay that male and female employees receive.

The median gender bonus gap shows the difference in the midpoints of the ranges of bonus pay received by men and women.

Lower (Mean)	Lower (Median)
50.7%	19.6%

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### **Bonus pay**

This is the percentage of men and women who received bonus pay in the 12 months leading up the snapshot date of 5 April 2018.

**47% of men    33% of women**

These results are driven by a higher % of females in lower level roles generally we do not attract a contracted bonus.

### **Declaration**

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We have published the results on our own website and GOV.UK

Bertie Tonks, Global Director of People & Culture