



2017 Gender Pay Report

At CeDo Limited, we are committed to ensure that everyone is rewarded fairly and has the same opportunities for development and growth.

What is the Gender Pay Gap?

The gender pay gap is an equality measure that shows the difference in average earnings between women and men. The reporting legislation requires employers with 250 or more employees to publish statutory calculations every year showing how large the pay gap is between their male and female employees.

In the UK the gap for all employees (full-time and part-time) has reduced from 19.3% in 2015 to 18.1% in 2016 (source: Office of National Statistics)

While the UK gender pay gap is at its lowest level the UK Government are aiming at bringing this down further and have identified 3 primary causes of the gender pay gap in the UK;

- A higher proportion of women choose occupations that offer less financial reward and, many high paying sectors are disproportionately made up of male workers.
- A much higher proportion of women work part-time, and part-time workers earn less than their full-time counterparts on average.
- Women are still less likely to progress up the career ladder into high paying senior roles.

Is the Gender Pay Gap the same as Equal Pay?

No, the gender pay gap is separate from equal pay. 'Equal pay' is about ensuring all workers receive the same level of pay for doing the same job or similar work of equal value, regardless of their gender.

Men and women are paid equally for doing equivalent jobs across our business. All of our shift workers (day and night shift) receive a premium within their salary payment to recognise the shift pattern of 3 working shifts and 3 rest days.

CeDo is committed to supporting the Gender Pay Reporting regulations and initiatives that will help drive an improvement in our gender pay gap.

Our Pay Gap Results

Below is the data that we are required to report by the Gender Pay Gap Regulations for the snapshot date of 5th April 2017. Base Pay data is calculated for all payments received in the pay period which includes the 5th April and bonus calculations are based on all payments received in the 12 months prior to this date (i.e. April 2016-March 2017).

The data includes all roles based in our UK business and any expats with strong links to the UK. It does not cover any of our employees based permanently outside of the UK.

Pay & Bonus

As of 5th April 2017 we employed 287 staff with 76 (26%) being female and 211 (74%) being Male, which is a ratio of approximately 1:3 female to male employees.

What is the Median Pay Gap?

The median represents the middle point of a population. If you separately lined up all the women in a company and all the men, the median pay gap is the difference between the hourly pay rate for the middle woman compared to that of the middle man.



What is the Mean Pay Gap?

The mean gender pay gap is the difference in the average hourly pay for women compared to men, within a company.

Difference between men and women	Mean (Average)	Median (Middle)
Gender Pay Gap	6%	15%
Gender Bonus Gap	14%	6%

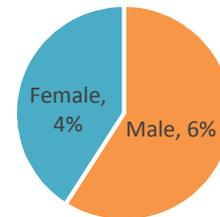
Our results show that our gender pay is low compared to the UK average. One reason for this is that we employ more male than female employees and we have more men in senior positions within the organisation.

Historically we have seen that a manufacturing environment has attracted more men than females, however we are keen to attract more females to the sector.

In 2017, 15 members of staff received a bonus payment. These are our senior representatives of the business.

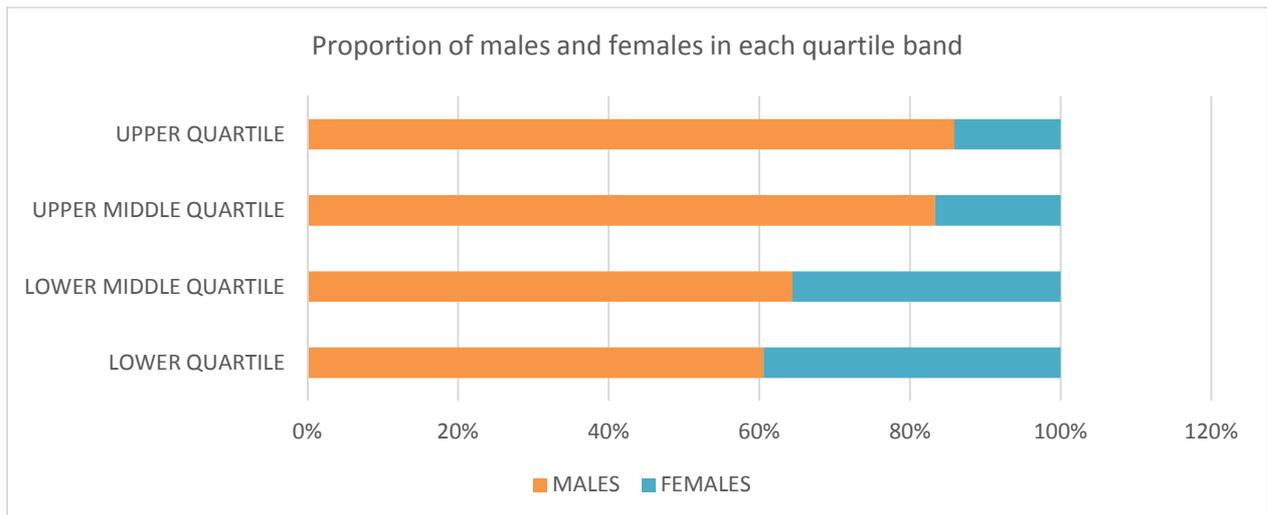
We are working with our business leaders to ensure that there are increased opportunities for others to impact their pay and have the opportunity to earn a bonus.

PROPORTION OF EMPLOYEES RECEIVING A 2016 BONUS PAYMENT



Proportion of females and males per earning quartile

We took the pay rates for all employees and listed from highest to lowest, this was then split into quarters, for each quarter we analysed the male and female mix in each.



Our pay levels are determined with regards to the level of role and benchmarked against external data. During the latter part of 2017 we have undertaken a role evaluation process to ensure we understand the roles that are performed, the competencies of each role, the skills required and the level of results that are expected.

CeDo adhere to the principle of equal opportunities and equal treatment for all employees and are committed to promoting this throughout the organisation.



Our Action Plan

Our analysis shows that our gender pay gap is below the UK national average however this is largely driven by the demographic of our workforce, and there currently being more male than female employees in senior positions within the business.

We are therefore committed to:

- Reviewing and developing our family friendly policies to support the removal of barriers that employees with family commitments may face. We will ensure we support our managers to consider alternative ways of working to support this.
- Ensuring that development opportunities are available for all and to ensure women are supported and encouraged to apply more senior roles.
- Reviewing and developing our recruitment processes to ensure the right person for the job is selected regardless of gender.
- Through our apprenticeship programme and working with partner organisations, encourage more female employees into engineering roles.

I can confirm that the information published above is accurate:

Signed:

A handwritten signature in black ink, appearing to read 'Kate Allum', written over a horizontal line.

Name: Kate Allum

Title: CEO

Date: 3 April 2018