



## **GENDER PAY GAP REPORT 2020**

The Combined Services Provider (CSP) is required by law to publish an annual gender pay gap report. This is its report for the snapshot date of 5 April 2017.



**Women's mean hourly rate is equal to that of men's**  
In other words when comparing mean hourly rates, women and men earn the same hourly rate.



**Men's median hourly rate is 5% higher than women's**

In other words when comparing median hourly rates, men earn £1.05 for every £1 women earn.



**Women's mean bonus pay is 87% higher than men's**  
In other words when comparing mean bonus pay, women earn £87 in bonus for every £1 men earn.



**Men's median bonus pay is 8% higher than women's**  
In other words when comparing median bonus pay, men earn £8 in bonus for every £1 women earn.



<b>Pay quartiles by gender</b>			
<b>Band</b>	<b>Males</b>	<b>Females</b>	<b>Description</b>
A	238	57	Includes all employees whose standard hourly rate places them at or below the lower quartile
B	216	79	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median
C	259	37	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile
D	242	54	Includes all employees whose standard hourly rate places them above the upper quartile



\*The figures set out above have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

# What are the underlying causes of The Combined Services Provider (CSP)'s gender pay gap?

The Combined Services Provider (CSP) is committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. It has a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or any other characteristic set out above). As such, it:

- carries out pay and benefits audits at regular intervals;
- evaluates job roles and pay grades as necessary to ensure a fair structure.

Under the law, men and women must receive equal pay for:

- the same or broadly similar work;
- work rated as equivalent under a job evaluation scheme; or
- work of equal value.

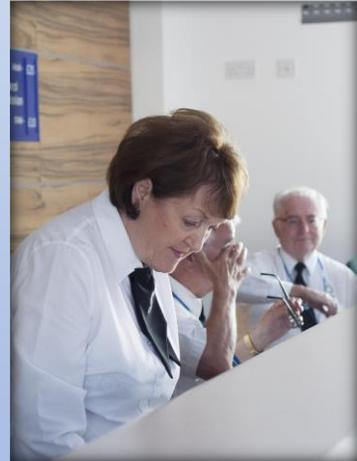
The Combined Services Provider (CSP) is confident that its gender pay gap does not stem from paying men and women differently for the same or equivalent work. Rather its gender pay gap is the result of the roles in which men and women work within the organisation and the salaries that these roles attract.

Across the UK economy, men are more likely than women to be in senior roles (especially very senior roles at the top of organisations), while women are more likely than men to be in front-line roles at the lower end of the organisation. In addition, men are more likely to be in technical and IT-related roles, which attract higher rates of pay than other roles at similar levels of seniority.

Women are also more likely than men to have had breaks from work that have affected their career progression, for example to bring up children. They are also more likely to work part time, and many of the jobs that are available across the UK on a part-time basis are relatively low paid. This pattern from the UK economy is however not in the make-up of The Combined Services Provider (CSP)'s workforce, where most front-line workers are men and the majority of line manager and senior manager roles within the Head Office are held by women.

In the above table depicting pay quartiles by gender it divides CSP's workforce into four equal-sized groups based on hourly pay rates, with Band A including the lowest-paid 25% of employees (the lower quartile) and Band D covering the highest-paid 25% (the upper quartile). In order for there to be no gender pay gap, there would need to be an equal ratio of men to women in each Band.

However, within CSP, 19.32% of the employees in Band A are women and 80.68% men. The percentage gap between male employees versus female employees increases in all but Band B, where the gap closes slightly.



# How does The Combined Services Provider (CSP)'s gender pay gap compare with that of other organisations?

The vast majority of organisations have a gender pay gap, and we are pleased to be able to say that CSP's results therefore compare favourably other organisations, including those within our industry.

The median gender pay gap for the whole economy (according to the October 2019 Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) figures) is 17.3%. This positive percentage shows a gap in favour of men. At 5.18%, CSP's median gender pay gap is significantly lower than that of the whole economy.



# What is The Combined Services Provider (CSP) doing to address its gender pay gap?

While CSP's gender pay gap compares favourably with organisations both across the UK economy and within its industry sector, CSP is not complacent, and committed to doing everything it can to maintain its positive results. However, CSP also recognises that its scope to act is limited in some areas - it has, for example, no direct control over individual career choices made.

Our commitments are:

## 1. Educate our people on the importance of Equality and Diversity

In May 2019, CSP held a mandatory Equality and Diversity Seminar for all contracted employees, specifically to upskill managers in this area.

## 2. Regularly review our People policies and procedures

CSP's policies, including the Flexible Working Policy, are reviewed annually. The Flexible Working Policy was reviewed in June 2019 and updated to give consideration to the results of our last report. It is reviewed annually. As always, CSP will strive to make it clear that contracted employees will be considered for flexible working regardless of their gender, role or level of seniority, and that flexible working need not be limited to part-time working.

## 3. Professional development

CSP is committed to the professional development and offers support to our zero-hour workers and employees. In 2019 CSP developed and fully delivered the core modules for an Operational Development Programme: 'The Difference is You..' of which one module focusses on performance management and includes details around unconscious bias and managing equality and diversity.

## 4. Advertise with equality in mind

CSP is an equal opportunities employer, encouraging applications from men and women.

None of the above commitments will, on its own, help maintain positive gender pay gap results; however, CSP will be reviewing and reporting on an annual basis and any further initiatives launched throughout the year will be reported on the Company website.

This statement has been approved on behalf of the Board of Directors by Tony Nikolic, Managing Director

