



## **GENDER PAY GAP REPORT 2019**

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 2018.



Women's median hourly rate is **equal** to that of men's

*In other words when comparing median hourly rates, women and men earn the same hourly rate.*



Women's mean hourly rate is **2% higher** than men's

*In other words when comparing mean hourly rates, women earn £1.02 for every £1 that men earn.*



Women's mean bonus pay is **69% higher** than men's

*In other words when comparing mean bonus pay, women earn £69 in bonus for every £1 men earn.*

Men's median bonus pay is **4% higher** than women's

*In other words when comparing median bonus pay, men earn £4 in bonus for every £1 women earn.*



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

## How we calculated these numbers...

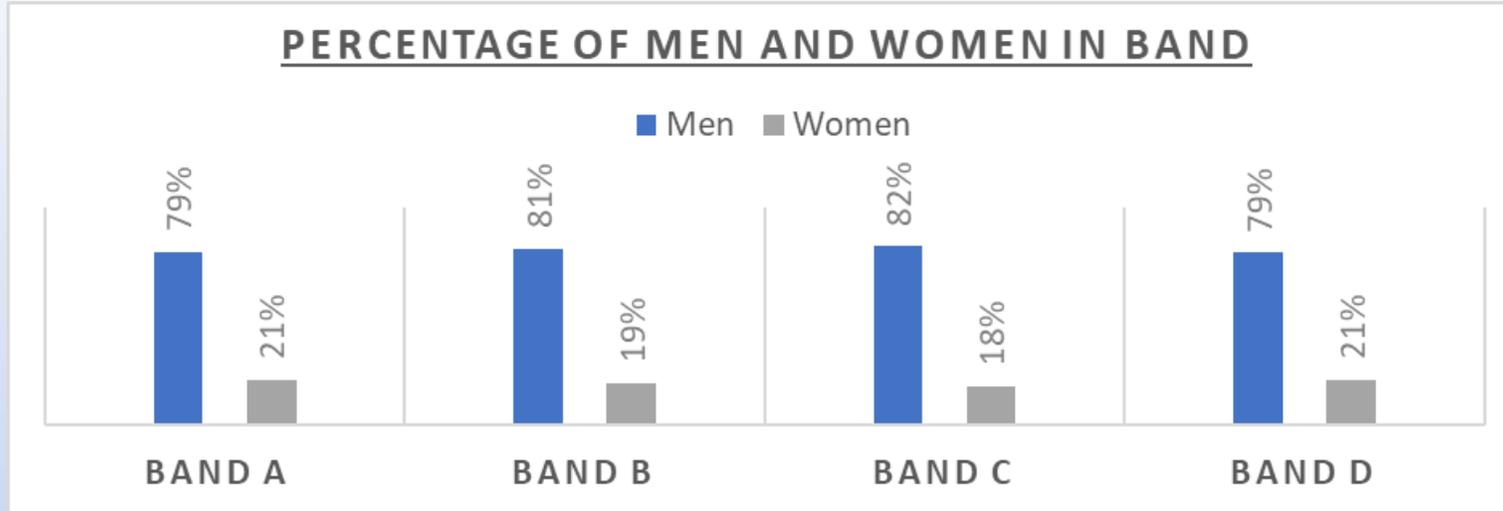
Our gender pay gap figures includes all employees and active casual workers, including hourly paid and salaried for the snapshot date of 5 April 2018.

### Pay Quartiles by Gender

Band	Men	Women	Description
A	182	47	Includes all employees whose standard hourly rate places them at or below the lower quartile
B	185	44	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median
C	188	41	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile
D	182	48	Includes all employees whose standard hourly rate places them above the upper quartile

Under the UK Government's new Gender Pay Gap regulation, companies need to report their gender pay gap for all legal entities in Great Britain with more than 250 employees. We have provided data that includes all employees and active casual workers, including hourly paid and salaried for the snapshot date of 5 April 2018, as required by the regulation.

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



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, 20.52% of the employees in Band A are women and 79.48% men. The percentage of male employees versus female employees decreases only slightly throughout the remaining Bands.

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

## Analysing our Gender Pay Gap Results

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. We have 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, we:

- carry out pay and benefits audits at regular intervals;
- evaluate 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.

CSP is confident that its 'median bonus pay' gap does not stem from paying men and women different bonuses when in fact they carry out the same or equivalent work. Rather the gap is the result of the roles in which men and women work within the organisation and the bonuses 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.

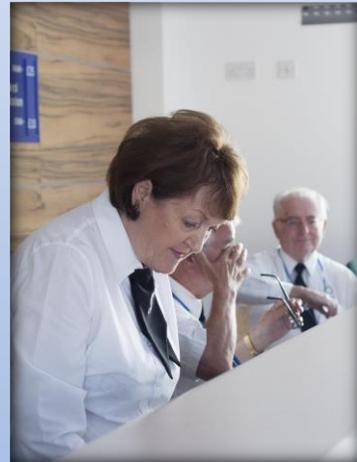
Women are also more likely than men to have had breaks from work that have affected their career progression, for example to bring up children. They are also more likely to work part time, and many of the jobs that are available across the UK on a part-time basis are relatively low paid.

At CSP the majority of front-line workers within our core services are men. CSP promotes internally, thus resulting in CSP's line manager and senior manager roles typically being occupied by men. This is a symptom of this core industry, but one which CSP seeks to address through its recruitment process and expansion of services and roles.

## 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 2018 Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) figures) is 17.9%. This positive percentage shows a gap in favour of men. At 0%, CSP's median gender pay gap is significantly lower than that of the whole economy.



# How does CSP commit to managing the Gender Pay Gap?

While CSP's gender pay gap compares favourably with that of organisations both across the whole UK economy and within its industry sector, this is not a subject about which CSP is complacent, and it is committed to doing everything that 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 the subjects that individuals choose the career choices that they make.

Our commitments are:

## **We regularly review our People policies and procedures**

CSP's policies, including the Flexible Working Policy, are reviewed annually. Our Flexible Working Policy will be reviewed in June 2019 and will give consideration to the results of this report. 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.

## **We are committed to professional development**

We are committed to the professional development and offer support to our zero-hour workers and employees. Recently we developed the core modules for our new 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.

## **We advertise with equality in mind**

CSP's Vacancies site confirms that we are an equal opportunities employer, encouraging applications from men and women.

None of the above commitments will, on its own, help us to maintain positive gender pay gap results; however, we 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