



GENDER PAY GAP REPORT 2018

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 **2.9% higher** than men's
 In other words when comparing mean hourly rates, **women earn £1.03** for every **£1** that men earn.



Women's median hourly rate is **2.1% higher** than men's
 In other words when comparing median hourly rates, **women earn £1.02** for every **£1** that men earn.



Pay quartiles by gender			
Band	Males	Females	Description
A	178	41	Includes all employees whose standard hourly rate places them at or below the lower quartile
B	173	46	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median
C	172	47	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile
D	172	48	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:

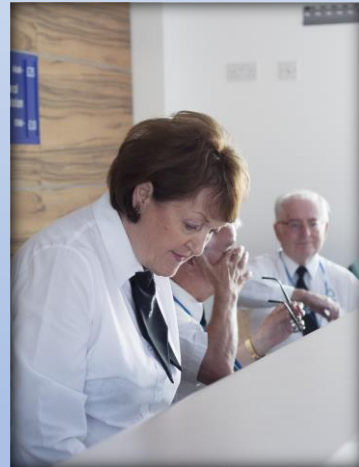
- the same or broadly similar work;
- work rated as equivalent under a job evaluation scheme; or
- work of equal value.

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 table depicting pay quartiles by gender it divides The Combined Services Provider's (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 The Combined Services Provider (CSP), 18.7% of the employees in Band A are women and 81.3% men. The percentage of male employees versus female employees decreases only slightly throughout the remaining Bands.

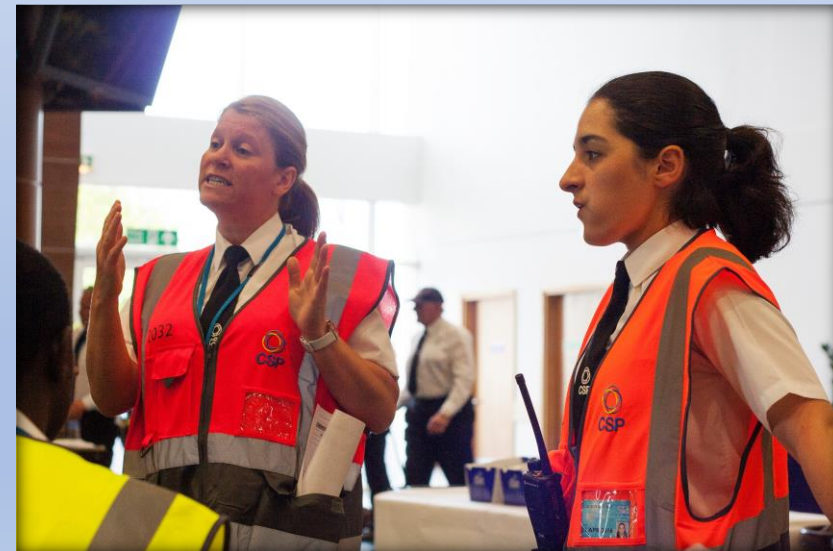


How does The Combined Services Provider (CSP)'s gender pay gap compare with that of other organisations?

The vast majority of organisations have a gender pay gap, and we are pleased to be able to say that The Combined Services Provider (CSP)'s gap compares favourably with that of other organisations, including those within our industry.

The mean gender pay gap for the whole economy (according to the October 2017 Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) figures) is 17.4%. At -2.9%, The Combined Services Provider (CSP)'s mean gender pay gap is significantly lower than that for the whole economy.

The median gender pay gap for the whole economy (according to the October 2017 ONS ASHE figures) is 18.4%. At -2.1%, The Combined Services Provider (CSP)'s median gender pay gap is significantly lower than that for the whole economy.



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

While the Combined Services Provider (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 The Combined Services Provider (CSP) is complacent, and it is committed to doing everything that it can to reduce the gap and maintain its positive results. However, The Combined Services Provider (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.

In the coming year, The Combined Services Provider (CSP) will commit taking the following steps to promote gender diversity in all areas of its workforce:

Equality and Diversity Training: introduce equality and diversity training for all managers and other staff members who are involved in pay reviews, including providing guidance on gender pay parity.

Create an evidence base: To identify any barriers to gender equality and inform priorities for action, The Combined Services Provider (CSP) will introduce gender monitoring to understand:

- the proportions of men and women applying for jobs and being recruited;
- the proportions of men and women applying for and obtaining promotions;
- the proportions of men and women leaving the organisation and their reasons for leaving;
- the numbers of men and women in each role and pay band;
- take-up of flexible working arrangements by gender and level within the organisation;
- the proportion of men and women who return to their original job after a period of maternity or other parental leave

Review the flexible working policy: The Combined Services Provider (CSP)'s flexible working policy will be reviewed to make it clear that employees in all areas and levels of the organisation will be considered for flexible working regardless of their role and level of seniority, and that flexible working need not be limited to part-time working.

None of these initiatives will, on its own, remove the gender pay gap - and it may be several years before some have any impact at all. In the meantime, The Combined Services Provider (CSP) is committed to reporting on an annual basis on what it is doing to reduce the gender pay gap and the progress that it is making.

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

