



GENDER PAY GAP REPORT 2022



Executive Summary

CSP specialise in providing services to both venues and static sites including: car parking, internal and external traffic management, HVM (Hostile Vehicle Mitigation) solutions, security, stewarding, cash & audit and consultancy services. Whilst our range of services has grown, car park/traffic management, HVM (Hostile Vehicle Mitigation) and security/stewarding represent our core areas of expertise.

Our overall median gender pay gap for 2022 reporting is **3.04%**.

For our permanently contracted employees who predominately make up the 2022 report, we adhere to a banded pay and benefits structure, which sets out salary bands and entitlements to benefits by level and are not discriminatory to either gender.

Whilst we are aware that among our permanently contracted employees, we have a gender imbalance as men occupy more of our senior roles, we maintain a commitment to improving the gender balance.

I confirm that the information in this statement is accurate.

SIGNED ON BEHALF OF THE BOARD OF DIRECTORS

A handwritten signature in black ink that reads "Tony Nikolic". The signature is written in a cursive style with a long horizontal stroke at the beginning.

Tony Nikolic
Managing Director

Signed on 10 March 2023



UNDERSTANDING THE GENDER PAY GAP

Gender Pay Vs Equal Pay

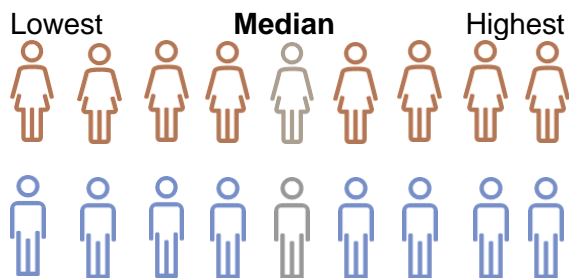
A gender pay gap shows the difference in average pay across all the men and women in a company, industry or country as a whole. It can be driven by the differing number of women and men across all roles.

Median and mean gaps explained

The figure used most regularly is the median gender pay gap.

Our median gender pay gap for 2022 is **3.04%**.

To help you visualise the median gender pay gap, imagine all the women at CSP standing in one line, from lowest hourly paid to highest hourly paid, and all the men doing the same in another line. The **median gender pay gap** is the percentage difference in hourly pay between the woman in the middle of the line and the man in the middle of the line. Hourly pay includes annual leave but not payment for additional shifts worked over contracted hours.



The **mean gender pay gap** is the percentage difference in the average pay of men and women. This is calculated by adding up all the hourly pay rates for all the women in a business and dividing it by the number of women, then doing the same for the men and comparing the difference.

The mean can be affected by different numbers of men and women in different roles. Therefore we also report the number of men and women in different pay quartiles below. We also report the median and mean differences in bonus pay over a twelve-month period, and the percentage of men and women who received a bonus. In 2022, 11.02% of women working for us were paid a bonus compared with only 7.67% of men.



OUR GENDER PAY GAP RESULTS

Please see below our Gender Pay Gap Results for the snapshot date of 5 April 2022.



Men's median hourly rate is 3.04% **higher** than that of women

What this means: When comparing median hourly rates, women earn 97p for every £1 that men earn.



Men's mean hourly rate is 6.3% **higher** than that of women

What this means: When comparing mean hourly rates, women earn just over 93p for every £1 men earn.



Women's median bonus pay is 150% **higher** than men's

What this means: When comparing median bonus pay, women were paid £250 for every £100 of bonus payments made to men.



Women's mean bonus pay is 7.09% **lower** than men's

What this means: When comparing mean bonus pay, women were paid £93 in bonus payments for every £100 that men were paid.



How we calculated these numbers

Under the UK Government's 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 2022.

Pay Quartiles by Gender			
Band	Men	Women	Description
A	260 (74.29%)	90 (25.71%)	Includes all employees whose standard hourly rate places them at or below the lower quartile
B	292 (83.43%)	58 (16.57%)	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median
C	304 (86.86%)	46 (13.14%)	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile
D	300 (85.71%)	50 (14.29%)	Includes all employees whose standard hourly rate places them above the upper quartile
Total	1156 (82.57%)	244 (17.43%)	Total of all employees and active casual workers

**The figures set out above have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. Addendum: Guidance for employers on changes to the enforcement of the gender pay gap regulations for 2020/21 (which use a snapshot date of 31 March 2020 or 5 April 2020)*

In the above table depicting pay quartiles by gender, it divides our 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). 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, 26% of the employees in Band A are women and 74% men. The percentage gap between male employees versus female employees in this Band (and in Band D) has reduced slightly on the previous year (23% and 77% respectively), although the gap has increased slightly in Bands B and C.

Analysing our Gender Pay Gap Results

We are 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.

We are confident that our '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 administrative 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.

At CSP the majority of casual, front-line workers are men. We promote internally, thus resulting in our line manager and senior manager roles typically being occupied by men. This is a symptom of our industry and not a problem we face alone.

How do we Compare with Other Organisations?

Most organisations have a gender pay gap, but we are pleased to be able to say that our results compare favourably to other organisations, including those within our industry.

The median gender pay gap for the whole economy (according to the October 2022 ONS ASHE figures) is **8.3%**. This positive percentage shows a gap in favour of men. At **3.04%**, our median gender pay gap is significantly lower than that of the whole economy.



How does CSP commit to managing the Gender Pay Gap?

Whilst our gender pay gap compares favourably with that of organisations both across the whole UK economy and within our industry sector, this is not a subject about which we are complacent, and we are committed to doing everything we can to maintain our positive results. However, we also recognise that our scope to act is limited in some areas – whilst we have a high number of female employees, this is a male-dominated industry and we have no direct control over the career choices that individuals make.

Our commitments are:

1. Continually educate our people on the importance of Equality and Diversity

During 2022, we rolled out a new eLearning platform and a mandatory Equality and Diversity training session for all contracted employees, specifically to upskill our managers in this area, which is a main plank of our training.

2. We regularly review our People policies and procedures

Our policies, including the Flexible Working Policy, are reviewed annually. Our Flexible Working Policy was reviewed in June 2022 and now includes new ways of working which have been developed following the return to the workplace post-COVID-19, such as hybrid working. We are also looking at ways of introducing more flexible working patterns across the business. As always, we 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. We are committed to professional development

We are committed to the professional development of and offer support to our zero-hour workers and employees. The e-learning platform referred to above has now (2023) been upgraded to a full learning management solution, “Kallidus Learn”. This will enable our employed staff to have a fully transparent approach to their self-development, utilising a blend of digital, external and classroom-based activities.

4. We advertise with equality in mind

All our advertisements for new roles confirm that we are an equal opportunities employer, encouraging applications from men and women.

None of the above commitments will, on their 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.