

Wescot Credit Services

# Gender Pay Gap Report 2022



Wescot™

# Contents

---



[2 | Our Current View](#)

[3 | Our Structure](#)

[3 | Our MVV](#)

[4 | Understanding The Gender Pay Gap](#)

[4 - 5 | Gender Pay Gap](#)

[5 - 6 | Bonus Gap](#)

## Wescot Story

---

Wescot are a contact centre-based business offering a range of financial services to a large number of blue-chip organisations – from complete outsource solutions to collections, recoveries and trace activity.

We work on behalf of a number of banking, utility, telecoms and retail finance companies whose customers have fallen behind with their repayments. These companies pass their accounts to Wescot to manage, we work with each individual customer to establish an affordable and sustainable repayment arrangement for the debt.

We're a member of the Credit Services Association and are regulated by the UK Financial Conduct Authority (FCA). We're proud to be at the forefront in helping to shape best practice standards for the industry and to be one of the first organisations within our industry to be authorised by the FCA.

We pride ourselves on working to the highest ethical standards; as underpinned by our vision, mission and values; and our client partners trust us to fully represent their brand and customer ethos.

We employ just over 1,200 employees across four UK based locations – Hull, Glasgow, Saltcoats and Telford.

Our vision is 'to be the industry-leading trusted provider', and the only way to achieve that is through our people. Our colleagues are our most important asset and our aim is to recruit, develop and motivate each colleague giving them the opportunity to succeed.

# Our Current View

Our 2022 statistics show that we are continuing to take some positive steps in the right direction toward Gender Equity. There will always be an element of natural volatility in some year-on-year figures and that shows in some of our 2022 numbers. The overall three-to-five-year trends point to our business doing the right things. We continue to be committed to making sustainable changes in our processes and we acknowledge this takes time to imbedded effectively and become a permanent change. Some elements of that change can move quicker than others and provided we stay true to the correct processes and decisions; the long-term outcome will address some of the areas we continue to work on. We will walk you through the detailed figures in this report but before we do, we wanted to provide a summary of what's behind the numbers.

In our 2021 Gender Pay Gap reports we spoke about actions we were taking to ensure Gender Equity at Wescot. Despite a slight rise in our Mean and Median pay gap, it remains very flat to the figures reported in recent years. Whilst we acknowledge we still have work to do in this area, our mean bonus gap fell 14% percentage points, a 26% reduction which is encouraging. We will continue with our benchmarking activity across our business, using the frameworks we highlighted last year to provide continued role comparisons which support correct sizing and overall remuneration packages.

We continue to challenge our recruiters to have a gender balanced interview panel and set of candidates in any recruitment process we conduct. This is part of our commitment to continue to limit and challenge any opportunity for unconscious bias in our recruitment and reward processes. We evaluate why they were not possible, whenever they can't be achieved. Applying this to all of our roles means, in time, we can address the remaining areas which impact our pay gap.

Positively, we have seen a narrowing in the balance of females and males in most of our pay quartiles. Our Upper and Lower Middle Quartiles seeing a particular shift to an equitable balance. This shows that our recruitment and talent development are providing opportunity for female colleagues to progress. Tenure and experience of long-standing colleagues are now the differentiator which our methods should even out over time.

Our proportion of males and females in each quartile band		Lower Q M	Lower Q F	Lower Middle Q M	Lower Middle Q F	Upper Middle Q M	Upper Middle Q F	Top Q M	Top Q F
	2022	40%	60%	50%	50%	49%	51%	48%	52%
2021	43%	57%	41%	59%	44%	56%	47%	53%	

The Cabot Credit Management Group executive, continue to receive quarterly reports on the diversity of our businesses and this visibility continues to ensure we as leaders remain focused on and accountable for ensuring balance and equity. It also means we can quickly identify if any of our actions have an unintended negative consequence. We were pleased to conclude a full review of our group policies in 2022, using external experts from organisations such as the charity BluePrint for All. The purpose was to look for inclusivity, equity and any potential for unfair outcomes. We head in 2023, confident we are challenging ourselves in the right ways to make sure everyone at Cabot Credit Management and Wescot are given the best possible change to succeed and that our policies do not create any blockers for people to achieve that.

This process is a constant cycle, which we will continue to review in our reports over the coming years. We believe we are focused on the right areas and the data shows those focuses are creating positive outcomes. It will be our continued focus on the remaining areas we have to address, which create our success and equity in the near and long term.

**We can confirm the data printed in this report is accurate.**

Signed by Craig Buick




Craig Buick  
CCM Group Chief Executive Officer



Lynn Cruickshanks  
COO Wescot and Cabot UK Debt Servicing



Paul Jenkins  
Managing Director of Cabot UK



Tom Somerville  
Wescot Operations Director

# Our Structure

## Who we are | Encore Capital Group | European businesses

If you are not already aware of our set up here at Wescot, here's a bit of background.

Encore Capital Group has three primary business units – Cabot Credit Management (CCM), Midland Credit Management (MCM) and Latin America Asia Pacific (LAAP).

Headquartered in London, CCM, is one of the largest credit management service providers in Europe and a market leader in the UK and Ireland.

CCM consists of ten different businesses who provide a range of credit management services to a broad client base including some of Europe's largest credit providers. Our debt servicing offerings include early-stage collections, business process outsourcing, contingent collections, trace services and litigation. CCM currently employs around 3,000 people across its 18 offices in the UK and mainland Europe. Wescot forms part of CCM.



# Our MVV

## What we stand for

At CCM, we understand the power our actions can have on our consumers and the significance of our role in contributing to a healthy credit ecosystem. With this in mind, along with our parent company Encore Capital Group, we created an Mission, Vision and Values (MVV) that reflects and strengthens our culture we have at CCM.

Our culture is reflected in our Mission which is to 'create pathways to economic freedom' through our interactions with consumers. Our colleagues are committed to supporting consumers to achieve economic freedom by working in partnership with them to understand their challenges, find good outcomes to what they owe and make a positive difference to their lives. We understand that no two people are the same, and through our interactions with consumers we can help them to find a better way to restore their financial health.

Our Vision, to 'help make credit accessible by partnering with consumers to restore their financial health' continues this intent to make everything about freeing people from what they owe.

We have created our Values – We Care, We Find a Better Way and We are Inclusive and Collaborative - to help guide our actions and behaviours. They represent what we have heard from colleagues; namely who they are, how they work, what they value, and the sort of environment they want to work in. Our Values create an environment that give a sense of belonging and celebrates diversity in the way we think.

## Our MVV



**Mission:**  
Creating pathways to economic freedom



**Vision:**  
We help make credit accessible by partnering with consumers to restore their financial health



**Values:**



**We care:**  
We put people first and engage with honesty, empathy, and respect



**We find a better way:**  
We deliver our best in everything we do, find ways to make a positive difference, and achieve impactful results



**We are inclusive and collaborative:**  
We embrace our differences and work together to ensure every individual can thrive

# Understanding the Gender Pay Gap

## What does a Gender Pay Gap show?

A Gender Pay Gap (GPG) is a measure of the difference in the average pay of men and women across an entire organisation, regardless of the nature or level of their work. It highlights the different number of men and women across all roles.

It is different from an equal pay comparison, which involves a direct comparison of two people or groups of people carrying out the same work or work of equal value.

## What's the difference between median and mean pay gap?

### Median pay gap

Imagine if all our female colleagues stood next to each other in a line. They order themselves from the lowest hourly pay to highest and then our male colleagues did the same. The Median GPG is the difference in pay between the female colleague in the middle of their line and the male colleague in the middle of their line as a percentage.

### Mean pay gap

The Mean GPG shows the difference in average hourly rate of pay between men and women. This is also affected by the different numbers of men and women in different roles. This number is calculated by adding up all of the people in the lines rate of pay and dividing it by the number of people in the line.



## Why is the Mean Gender Gap higher than the Median Gender Gap?

The Mean (average) as a calculation is more sensitive to having more of a particular gender in senior positions, which leads to a higher result. Where the Median (mid-point) being based on a rank of employees, leads to a lower result.

## Gender Pay Gap

Reporting Requirement	2020 %	2021 %	2022 %
Mean gender pay gap	10%	10%	12%
Median gender pay gap	2%	2%	4%

## Gender Mix and each pay quartile

The proportion of male and female colleagues according to quartile pay bands is:

Our proportion of males and females in each quartile band		Lower Q M	Lower Q F	Lower Middle Q M	Lower Middle Q F	Upper Middle Q M	Upper Middle Q F	Top Q M	Top Q F
	2022	40%	60%	50%	50%	49%	51%	48%	52%
2021	43%	57%	41%	59%	44%	56%	47%	53%	

The overall gender mix is **54%** females and **46%** males.



Our top quartile remains pretty much static to 2021. Positively, we have seen greater equity of females and males in our Upper and Lower Middle Quartiles with a very close balance now achieved. This shows that our recruitment and talent development are providing opportunity for female colleagues to progress. If we continue to apply our strategies over time, the impact of this will be seen on every quartile and element of our data.

## Bonus Gap



$$(( \text{£XX} - \text{£XX} ) \div \text{£XX} ) \times 100 = \text{XX}\%$$

The Bonus Gap is the female average bonus, subtracted from the male average bonus, divided by the male average bonus, multiplied by 100.

Reporting Requirement	2020 %	2021 %	2022 %
Mean bonus gender pay gap	47%	53%	<b>39%</b>
Median bonus gender pay gap	30%	19%	<b>33%</b>

### Median Bonus gap

Imagine if all our female colleagues who received a bonus stood next to each other in a line. They order themselves from the lowest bonus received to highest and then our male colleagues who received a bonus did the same. The median bonus gap is the difference in bonus between the female colleague in the middle of their line and the male colleague in the middle of their line as a percentage.

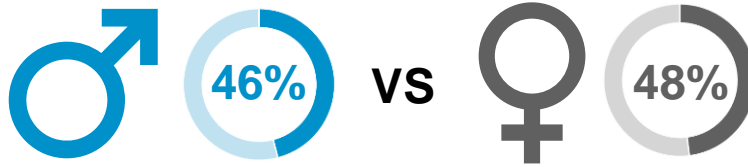
### Mean Bonus gap

The mean bonus gap shows the difference in mean bonus between men and women. This number is calculated by adding up all of the bonuses awarded and dividing it by the number of people who received one.

## Receiving a bonus

The proportion of females and males who received a bonus is evenly split with 48% of females and 46% of males receiving a bonus. This balance of males and females reflects the objectivity we have in eligibility criteria for bonus and performance assessments.

Our proportion of males and females receiving a bonus payment



The measurement period is 12 months ending the 5th April 2022.

## Helpful understanding

- 'Pay' is base salary and 'Bonus' is any additional bonus payments including Long Term Incentives.
- For Pay the 'measurement period' means the pay period in which the 5th April falls.
- For Bonus the 'measurement period' means the 12 months prior to pay period in which the 5th April falls.

