

Gender pay gap report 2018



Introduction

People deserve to be paid fairly for the jobs that they do. Reducing the gender pay gap is not only the right thing to do, but will allow us to retain committed and hard-working people, increase staff engagement and enable us to have a bigger impact.

Transparency is also important. That is why I am making a commitment to publish next year's report earlier than we are required to. Only through being open and honest can we really address challenges such as these.

This report shows between April 2017 to April 2018 we took a step in the right direction reducing both the mean and median gap for average pay and bonuses.

Although we are on our way, the data shows there is still some way to go. Women are marginally overrepresented in the 25% of the organisation that is lowest paid. Any difference in men and women's pay is not good enough.

I am confident that changes we've made since April 2018 have already had substantial impact. These changes include the launch of our new equality, diversity and inclusion strategy and the restructure of the organisation's leadership teams which has led to more women taking up senior decision-making roles.

The organisation remains committed to eradicating the pay gap as soon as we possibly can. Doing so will make us a better and fairer organisation more capable of changing service users' lives.

The data contained in this report is accurate.

Mark Moody
Chief Executive

March 2019

Gender pay gap

The gender pay gap is a measure of the difference between men's and women's average pay within an organisation.

The gender pay gap is different to equal pay. Equal pay means that men and women in the same employment performing equal work must receive equal pay, this is required by law. Change Grow Live does not breach equal pay legislation.

In the figures below, the mean average is calculated when you add up the pay of all staff and divide the figure by the total number of staff.

The median is the figure that sits in the middle when everyone's pay is lined up from smallest to largest.

The data set

The pay data of 3,375 employees as of 5 April 2018 was analysed.

2,251 of these staff were women and 1,124 were men. It includes full-time and part-time staff members. It does not include staff members not on the Change Grow Live payroll.

40% of staff listed in the pay report were not on standard Change Grow Live terms and conditions.

Average gender pay gap

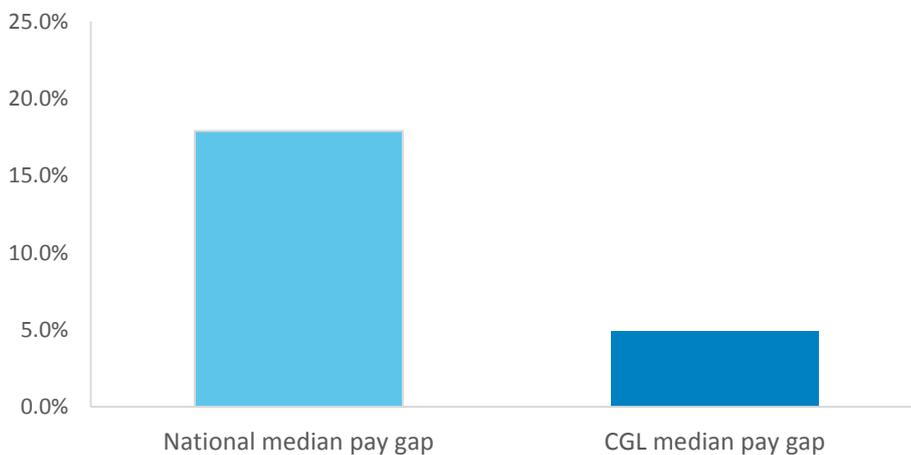
Mean average pay gap



The organisation's gender pay gap by mean average is **8.4%** in favour of men. This figure is the percentage difference between the average pay of women and men. This is down by 0.7% from 9.1% in 2017.

Median average pay gap

Our gender pay gap by median average is **4.9%** in favour of men. This is 13% below the national median pay gap. This is down by 0.6% from 5.5% in 2017.



Pay quartiles

The total staff population was divided into four pay groups each with 844 employees and the numbers of men and women calculated in each. The Upper quartile contains the 844 highest paid staff members and the lower quarter contains the 844 lowest paid staff members.

	Women	Men	Change in women's representation
Organisation overall:	66.7%	33.3%	+1.1%
Upper quartile:	64.0%	36.0%	+1.1%
Upper middle quartile:	66.2%	33.8%	+1.0%
Lower middle quartile:	66.7%	33.3%	+0.4%
Lower quartile:	69.9%	30.1%	+2.7%

Men are marginally over-represented in the upper and upper middle quartiles whereas women are marginally over-represented in the lower and middle quartiles.

There are more women in the organisation in 2018 than in 2017. Compared with 2017, a disproportionate number of these women are in the lower quartile.

This can be attributed to two factors:

- Across the UK, part-time and sessional roles are more likely to be held by women than men. These roles are more likely to be the lower quartiles with fewer in the upper quartiles.
- Women are under-represented in more highly-paid professions such as IT and medicine. These roles are more likely to be in the upper quartiles.

Bonus data

Bonuses are rare at Change Grow Live. **2.2%** of women received bonuses compared with **3.3%** of men.

Bonuses are either contractual or awarded in exceptional circumstances related to individual performance.

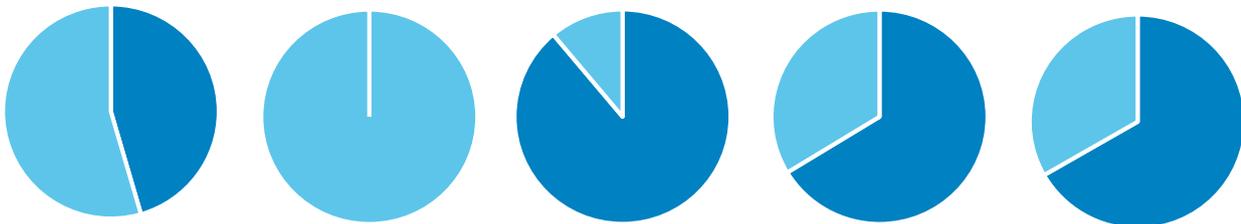
The organisation's overall bonus gender pay gap by mean average is **45.7%** in favour of men. This is down by 10.7% from 56.4%. Our bonus gender pay gap by median average is **12.5%** in favour of men. This is down by 27.5% from 40.0%

When staff members in receipt of a contractual bonus are removed these figures are reduced to a mean average of **2.1%** in favour of men. This is down by 6.3% from 8.4%. The median average changes to **16.7%** in favour of women. This is a reversal of 31% from 14.3% in favour of men.

Women in leadership

The charts below outline the percentage of women and men in leadership roles.

Board members (11) Executive Directors (4) Directors (9) Operational Managers* (104) Overall (3,375)



■ Women ■ Men

*service managers and deputy service managers

The number of women in operational manager positions is proportionate to the organisation overall. Although a higher proportion of women are Directors, none of the four Executive Director roles were held by women at the time.

Action plan

Since the 2017 gender pay gap report we have:

- Launched a new equality, diversity and inclusion strategy with a commitment to a diverse and inclusive workforce.
- Created a new working group that will review and update the recruitment and selection toolkit. The toolkit will include changes to the recruitment process to ensure women are better represented such as representing women on interview panels.
- Reviewed our approach to flexible working and released new guidance.

We will continue our efforts to close the gender pay gap by:

- Launching a new leadership development programme that will include training on eliminating unconscious bias. Recruitment for the programme will also be targeted at groups under-represented in leadership roles.
- Reviewing our recruitment processes to make them more inclusive changing the way we produce job descriptions, where and how we advertise as well as how we present the organisation to prospective applicants.
- Attempting to influence decision-makers to improve the gender balance in professions from which we recruit.