

# Gender pay gap report 2017

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## Introduction

Like the majority of UK organisations, change, grow, live has a gender pay gap.

While our gender pay gap is lower than the national average it is still unacceptable. In the coming months and years I am committed to reducing the gap by any means possible, with the ultimate aim of eliminating it altogether.

Early indicators suggest we are already heading towards this goal. Our new equality, diversity and inclusion strategy will enable us to build a more a diverse and representative workforce. It will improve our recruitment processes, enhance our retention efforts and provide new development opportunities.

We will also work with other organisations to influence factors beyond our direct control such as improving women's representation in the professions that make up part of our workforce and encouraging the sector to match our commitment that will help minimise any effect of transferring services.

Embracing diversity and providing an inclusive working environment where everyone is respected makes us a more effective organisation. The steps we take to reduce the gender pay gap will allow us to deliver even better outcomes for our service users.

*The data contained in this report is accurate.*

**Mark Moody**  
Chief Executive

## **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. CGL 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 2,600 employees as of 5 April 2017 was analysed.

1,706 of these staff were women and 894 were men. It includes full-time and part-time staff members. It does not include staff members not on the CGL payroll.

23% of staff listed in the pay report were on TUPE terms and conditions.

# CGL's gender pay gap

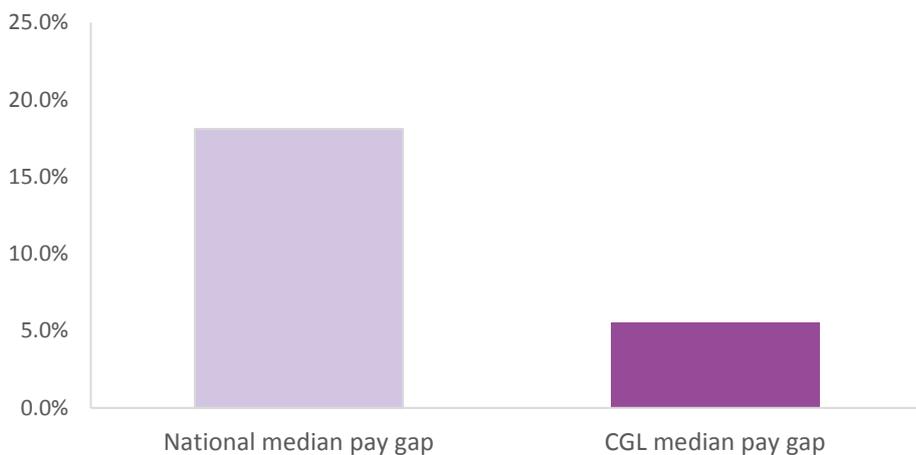
## Mean average pay gap



CGL's gender pay gap by mean average is **9.1%** in favour of men. This figure is the percentage difference between the average pay of women and men.

## Median average pay gap

Our gender pay gap by median average is **5.5%** in favour of men. This is **12.6%** below the national median pay gap.



## Pay quartiles

The total staff population was divided into four pay groups each with 650 employees and the numbers of men and women calculated in each. The Upper quartile contains the 650 highest paid staff members and the lower quarter contains the 650 lowest paid staff members.

	Women	Men
CGL overall:	65.6%	34.4%
Upper quartile:	62.9%	37.1%
Upper middle quartile:	65.2%	34.8%
Lower middle quartile:	67.1%	32.9%
Lower quartile:	67.2%	32.8%

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

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 CGL. **2.0%** of women received bonuses compared with **2.8%** of men.

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

CGL's overall bonus gender pay gap by mean average is **56.4%** in favour of men. Our bonus gender pay gap by median average is **40.0%** in favour of men.

When staff members in receipt of a contractual bonus are removed these figures are reduced to a mean average of **8.4%** in favour of men and a median average **14.3%** in favour of men.

## Action plan

- We will launch a new equality, diversity and inclusion strategy with a commitment to a diverse and inclusive workforce.
- We will continue our investment in learning and development opportunities.
- We will make changes to our recruitment process so women are better represented - guaranteeing women are represented on interview panels and ensuring at least one woman is shortlisted for senior leadership roles.
- We will review our approach to flexible working.
- We will extend our training on eliminating unconscious bias.
- We will launch a new leadership development programme that will encourage participation from groups under-represented in leadership roles.
- We will review how bonuses are awarded.
- Through Collective Voice, we will attempt to influence decision-makers to improve the gender balance in professions from which we recruit.
- We will use our position in the sector to encourage other organisations to match our commitment to reducing the gender pay gap and to equality, diversity and inclusion more generally.