

NSPCC

Gender pay gap report



EVERY CHILDHOOD IS WORTH FIGHTING FOR

National Society for the Prevention of Cruelty to Children. ©NSPCC 2019. Registered charity England and Wales 216401. Scotland SC037717. J20181364. The adults pictured are volunteers. Photography by Tom Hull and Owen Richards 2018.

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Foreword

Together we can help children who've been abused to rebuild their lives. Together we can protect children at risk and, together, we can find the best ways of preventing child abuse from ever happening.

We campaign in support of our mission. We visit schools across the country, helping children understand what abuse is. And, through our Childline service, we give young people a voice when no one else will listen. All of this is only possible thanks to our supporters, volunteers and staff.

As part of our commitment to ensure diversity and inclusion in our services and in our workforce, we have been working with the Employer Network for Equality and Inclusion (ENEI). Our aim is to review our working practices and further the work we have already been doing in employee diversity and inclusion through our network of Equality Champions and our Equality and Diversity subgroups.

Gender equality is just one part of this, and we welcome the insight that has been provided by the gender pay gap reporting regulations. It has helped to give us a good picture of where we are now, and think about ways we can improve.

At the NSPCC, the nature of the work we do attracts a high number of female employees and our gender split is roughly 80 per cent female and 20 per cent male. Women are well represented across all levels of the organisation, with five of our eight-person executive board being women we compare favourably to the national average of 29 per cent female board membership.

Our gender pay gap is 10.2 per cent (median). This is slightly higher than last year but still considerably less than the national median published by the Office of National Statistics of 17.9 per cent (ASHE, Oct 2017). While we are confident in the policies and procedures we already operate to support diversity and inclusion on a gender basis, we are still committed to do more and will strive to reduce our gender pay gap.

Our first year since reporting has been spent understanding our position further and considering what actions we can take to improve our position. Further analysis on what may be creating this gap is detailed in this report, along with an update to our action plan looking at steps we intend to take in order to work towards reducing the gap further.



Peter Wanless
Chief Executive, NSPCC

Gender pay gap vs equal pay

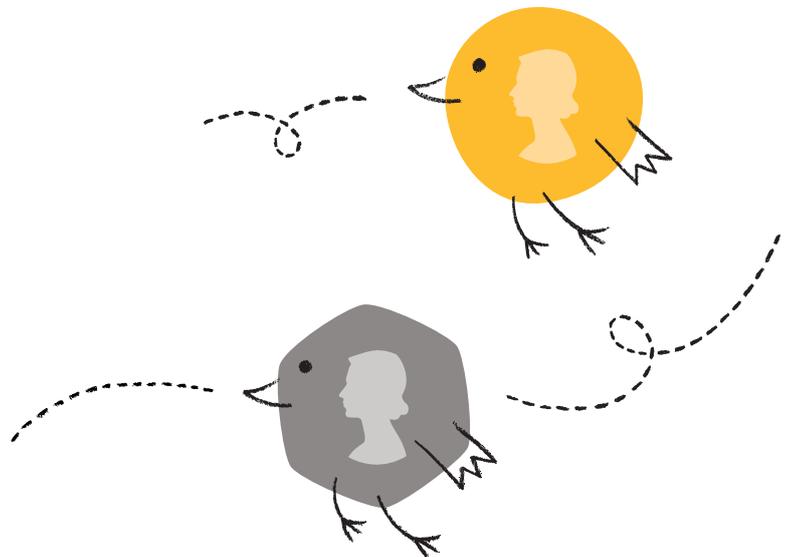
Although equal pay and the gender pay gap look at differences between women's and men's pay, they are two different issues and this needs to be remembered when reading this report.

Equal pay is the right for men and women to be paid the same when doing the same work or work of equal value. This is a legal requirement.

The gender pay gap is a measure of the difference between men's and women's average earnings across an organisation. All roles across the organisation are included in calculating the average earnings figure and it is expressed as a percentage of men's earnings.

This report is about our gender pay gap

Having a gender pay gap does not automatically mean that there is an equal pay issue within an organisation. There are a number of reasons for a gender pay gap, for example, a gender imbalance in the different levels of roles or if particular types of roles are dominated by a single sex. The NSPCC is an equal pay employer, having regard to equal pay legislation and adhering to an equal pay practice.



NSPCC gender pay gap data

New regulations introduced in 2017 mean that we have to report on a number of different statistical measures of gender pay on the snapshot date of 5 April each year. Last year we published our 2017 gender pay gap report, and for 2018 we are including the same required measures, along with some other information that we hope will be helpful.



A guide to the figures

Mean

The average of a set of numbers. All numbers are added together and divided by the number of numbers put into the calculation.

For example, taking 5, 8, 12, 26, and 40, the sum of the numbers is 91. Dividing this by five (the number of figures) gives you a mean of 18.2.

The regulations require us to report the difference between the mean hourly rate of men compared to the mean hourly rate of women, expressed as a percentage of the men's figure.

Median

The middle value of a list of numbers. If the list has an odd number of entries, the median is the middle entry after sorting the list into increasing order. If the list has an even number of entries, the median is halfway between the two middle numbers after sorting.

For example, taking 5, 8, 12, 26 and 40, the median value is 12.

The regulations require us to report the difference between the median hourly rate for men compared to the median hourly rate for women, expressed as a percentage of the men's figure.

Bonuses

Last year was the first time that we reported our gender pay gap and we did not include bonus pay – the small number of Recognition Awards that we paid. In the interests of transparency, we have included the 23 Recognition Awards (bonus pay) made in 2017/18.

In line with the bonus pay requirements of the regulations, we are reporting:

- The difference between the mean bonus pay received by men and women, expressed as a percentage of the men's figure.
- The difference between the median bonus pay received by men and women, expressed as a percentage of the men's figure.
- Show the proportion of relevant male employees who were paid any amount of bonus pay, and the proportion of relevant female employees who were paid any amount of bonus pay within the twelve month period prior to the snapshot date.

Pay quartiles

Rates of pay are placed into a list in order of value and the list is divided into four equal sections (quartiles). Each quartile will contain the same number of individuals.

The regulations require us to report how many men and how many women are in each pay quartile, expressed as a percentage within each quartile.

The figures

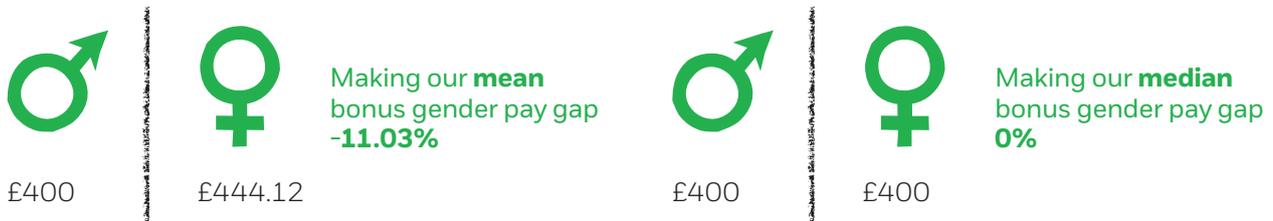
Mean Gender Pay Gap

Year	Men	Women	This gives us a mean gender pay gap of
2017	£20.78	£17.72	14.7%
2018	£20.20	£17.18	15.0%

Median Gender Pay Gap

Year	Men	Women	This gives us a median gender pay gap of
2017	£19.07	£17.31	9.2%
2018	£18.79	£16.90	10.1%

The mean and median gender pay gap for bonus pay



Proportion of men and women receiving a bonus payment

Only 23 relevant employees received a Recognition Award (bonus pay) within the twelve-month period.

The proportion of **men** receiving a bonus payment was **1.71%**.

The proportion of **women** receiving a bonus payment was **1.13%**.

Pay quartiles

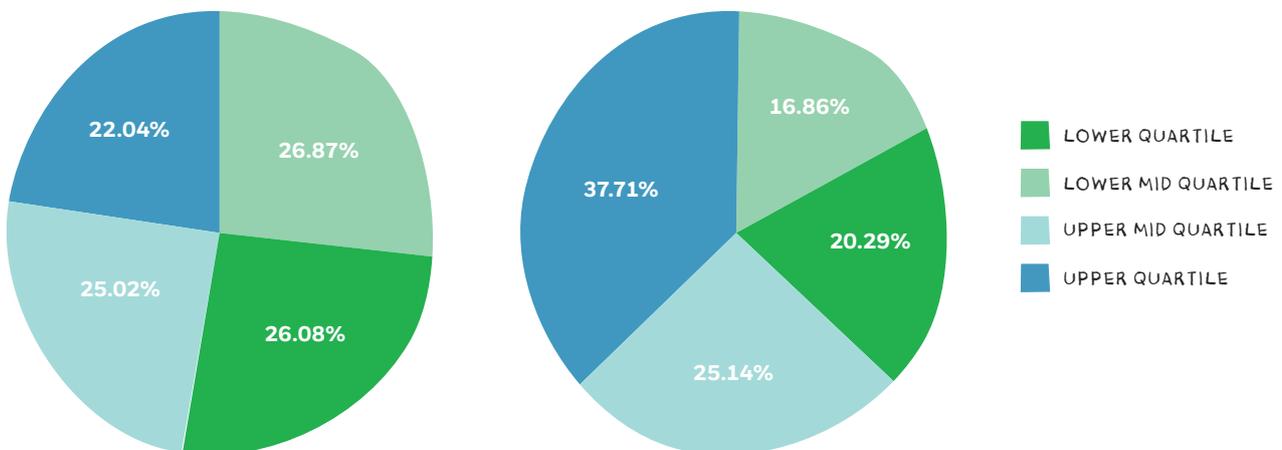
This shows the gender split within each pay quartile



In addition to looking at the distribution within pay quartiles, we also looked at how men and women were distributed across the pay quartiles:

Women's distribution across quartiles

Men's distribution across quartiles



Understanding our figures

We still have a large percentage of female staff at 81.2 per cent, which is roughly in line with the sector-wide average of 79 per cent (ONS Employment by Industry report, July to Sept 2018). Where there is a dominance of one gender within an organisation, gender pay gaps can easily arise.

You will notice that our hourly rates have decreased from the 2017 figures. This is due to a change to our pension contribution method which we introduced in February 2018. Because salary exchange amounts must be excluded from pay as part of the gender pay calculation, this has lowered the hourly rate. The difference between the two has remained roughly the same but because the percentage for the gender pay gap figures are calculated over a lower base figure (difference/men's hourly rate) it does alter the per cent. We believe that the slight increases to both our mean and median gender pay gaps could be put down to this.

The data on how our women and men are distributed across the pay quartiles has mainly remained unchanged – with women being quite evenly spread across the quartiles and men being more highly represented in the upper two quartiles. This distribution is what causes the median hourly rate to be higher for men.

We have looked at the type of roles performed within our organisation and the majority are on the frontline working with families and children, and this type of role tends to attract a lower market rate which puts them in the lower quartile. Within these roles, 85 per cent are performed by women and this group makes up 73 per cent of employees so it has a big impact on our overall figures.

Our bonus figures represent less than 2 per cent of our employees. The results show that the mean figure is in favour of women and that there is no difference in the median figure. The mean figure is higher for women as the number of women receiving them is higher (17 vs 6) and the amounts show bigger variation because of this. These awards are rare within the NSPCC and amounts tend to be low.

A review of our 2017 actions

In our 2017 report we set out a number of actions we would look into, and below is an update on our progress:

Encourage applicants from genders not typical to the role, i.e. more men into Social Worker roles and more women into IT

We have conducted a trial of blind sifting within one directorate which showed positive results and we have plans in place to roll this out across the organisation in January 2019.

Ensure flexible working practices we already have in place are applied fairly across all levels of roles, subject to fulfilling the organisation's needs—generally-speaking, most people requesting flexible working are women with caring responsibilities

We have conducted analysis into part time working within the organisation and identified the areas where it is common and uncommon for this to occur. As only 23 roles in 2017 were advertised as part time and we have over 400 people working part time it suggests our flexibility to adjust working hours to suit individuals is being well utilised. However, we do recognise this becomes less so in our more senior roles which may be restricting career progression opportunities for part time workers, of which 90% are women.

We will continue to consider how we can better use flexible working approaches in more senior roles.

Review policies and practices that support childcare or other caring responsibilities to ensure equal support is available to men and women to undertake them

We will keep our family-friendly policies under regular review and ensure that men are not overlooked as potential carers outside of the workplace.

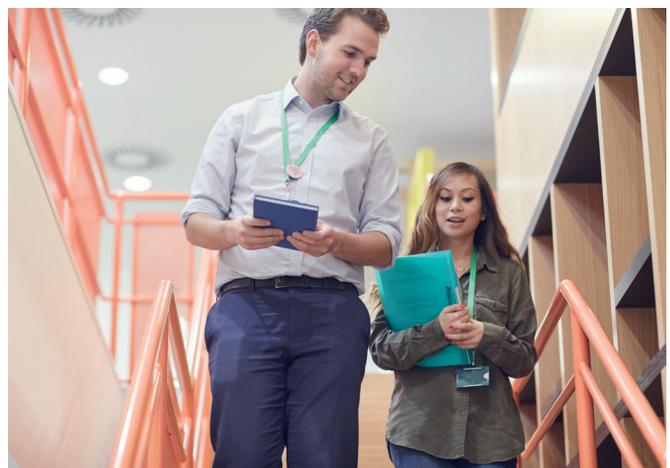
Unlock the potential opportunities to upskill or retrain available through apprenticeships – both with internal applicants and recruitment into apprentice roles

We introduced a bespoke Leadership and Management Apprenticeship in 2018, so no impact from these will be seen for a number of years yet. 89 staff are currently on the Apprenticeship programme, 18 per cent men and 82 per cent women – in line with our overall gender split. We will investigate ways to track what happens after they have completed the training to see whether this helps to improve internal progression.

Review working practices in our lowest paid jobs – are we hindering men entering these roles by having a high proportion of them part-time, which tends to attract more female applicants?

Analysis has shown that we do have a high level of part time working within our lowest pay roles, but as stated above this seems to be a function of people requesting it rather than these roles being advertised as part time.

These roles are mainly carried out by women and we need to consider further how we attract more men to these roles.



Our actions for 2018/19

The Government Equalities Office have published a “what works” guide on recommended actions that have been proven to work and ones that show promise to address gender pay gaps. Whilst we will continue to work on our previous actions, we have reviewed this informative guide and below is our approach to the actions outlined:

Actions proven to work:

- **Include multiple women in shortlists for recruitment and promotions**

We need to consider how this will work alongside our action of blind sifting for initial recruitment assessments

- **Use skill-based assessment tasks in recruitment**

This already occurs in certain roles but will investigate formalising their inclusion in all recruitment

- **Use structured interviews for recruitment and promotions**

We already use structured interview techniques for our recruitment.

- **Encourage salary negotiation by showing salary ranges**

We are currently reviewing our pay structure which will ensure that gender bias does not influence starting salaries.

- **Introduce transparency to promotion, pay and reward processes**

We have improved our communication of reward through the intranet this year and are carrying out a review of Total Reward which will begin to make changes in 2019.

- **Appoint diversity managers and/or diversity task forces**

We are committed to diversity and inclusion within our work, and we have diversity champions and forums in operation to continue to promote this.