

**NSPCC**

# **Gender pay gap report**



**EVERY CHILDHOOD IS WORTH FIGHTING FOR**

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# Foreword

Through our people we deliver our mission of preventing child abuse and neglect. And in order to ensure that our people can always be and give their best, we are committed to creating a volunteering and working environment where all our people feel included, respected and valued for the crucial role they play in the fight for every childhood.

Our commitment includes but transcends gender equality. We continue to work with organisations that include the Employer Network for Equality and Inclusion (ENEI) and People Opportunities to ensure that we identify and remove real and perceived barriers to anyone who wishes to work for, volunteer with, support us or benefit from our services.

As per previous years, we welcome the insight that has been provided by the gender pay gap reporting regulations. This continues to help us understand where we are now, and think about ways we can improve.

The nature of our work we do attracts a high number of female employees and our gender split remains roughly 80 per cent female and 20 per cent male. We are pleased that 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 median gender pay gap is 10.8 per cent. This is slightly higher than last year but still considerably less than the national median published by the Office of National Statistics of 17.1 per cent (ASHE, Oct 2018). While we are confident in the policies and procedures we already operate to support gender diversity and inclusion, we are still committed to do more to reduce our gender pay gap. In fact, over the past year, we have put in place a number of initiatives that will bring positive future gender pay gap results. For example, the introduction of anonymous sifting for all our paid roles, advertising work flexibility (hours and place of work) more clearly, ensuring that any recognition awards are of a standard rate and, crucially, apportioning an element of pay awards as non-consolidated for our higher earners. We will also be increasing our starting salaries for all new joiners. Given our workforce profile, this will proportionately benefit more women.

We feel confident that these will not only improve our gender pay gap but will help us fulfil our commitment to creating a working environment where all our people feel valued, willing and able to play their part in the fight for every childhood.

Further analysis on our 2019 gender pay gap is detailed in this report, along with an update to our previous action plan.



**Peter Wanless**  
Chief Executive, NSPCC

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# 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.



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# 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. This year marks our third gender pay gap report, and we are again including the required measures along with other information that we hope will be helpful in clarifying our position.

## 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 bonus gap. Like previous years, we have included the recognition awards made in 2018/19 as 'bonus pay'.

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

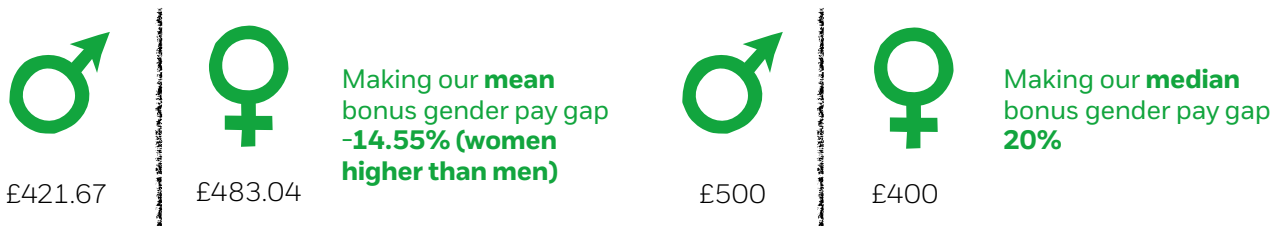
### Mean Gender Pay Gap

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%
2019	£20.45	£17.32	15.3%

### 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%
2019	£18.90	£16.87	10.8%

### The mean and median gender pay gap for bonus pay



### Proportion of men and women receiving a bonus payment

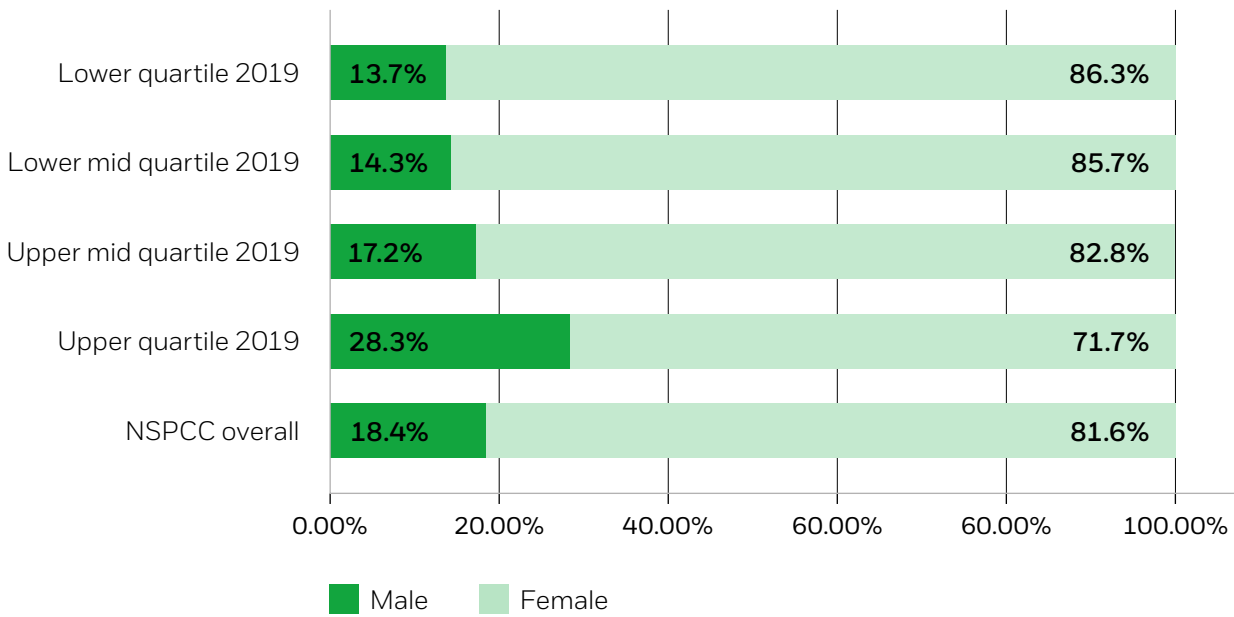
Only 43 relevant employees received a recognition award within the twelve-month period.

The proportion of **men** receiving a bonus payment was **4.5%**.

The proportion of **women** receiving a bonus payment was **1.6%**.

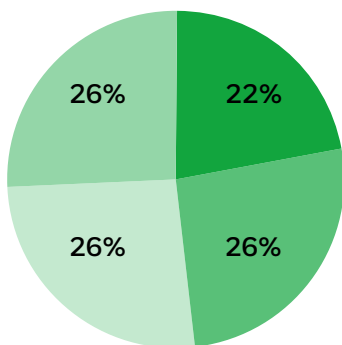
## Pay quartiles

This shows the gender split within each pay quartile

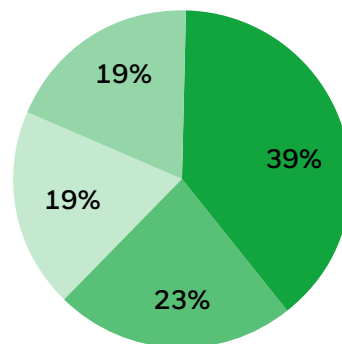


In addition to looking at the distribution within pay quartiles, we also looked at how men and women were distributed across the pay quartiles:

### Women's distribution across quartiles



### Men's distribution across quartiles



■ Upper quartile   
 ■ Upper mid quartile   
 ■ Lower mid quartile   
 ■ Lower quartile

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## Understanding our figures

We continue to have a large percentage of female staff at 81.6 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.

As you can see from the data on how women and men are distributed across NSPCC pay quartiles, there is a slight reduction of men in the lowest quartile compared to last year and a slight increase in the top quartile, which will have contributed to the uplift in mean and median hourly rate being at a higher rate than for women. The distribution of women across the quartiles has largely remained unchanged.

The overall pattern is however the same, 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 hourly rate to be higher for men.

The type of roles performed within our organisation continue to be those working on the frontline with families and children, and this type of role tends to attract a lower market rate which puts them in the lower quartiles for our organisation. Within these roles, 87 per cent are performed by women and this group makes up 70 per cent of employees so it has a big impact on our overall figures.

Our bonus figures represent approximately 2 per cent of our employees and this year shows a significant difference in the median figure in favour of men and the mean figure is in favour of women. The number of awards almost doubled from the previous period and unfortunately so did the variation in award amounts. These awards are rare within the NSPCC, however we have now made them a fixed amount with effect from April 2019 (outside of this reporting period) so there will be no difference in amounts awarded to men and women in the future.

Our figures this year have risen marginally which is disappointing, however we have commenced a number of initiatives and actions over the past year which we expect to have future impact on our figures.



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# A review of our actions

In our first report we set out a number of actions we would look into, and below is an update on our progress. In addition, we have made a number of other changes not covered in the below which we believe will have a positive impact on our gender pay gap which we will share with you after the updates.

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

We have now rolled out anonymous sifting for all recruitment – the impact of this will hopefully be shown in future reports. We have also done some work on language bias in adverts, initially within one division, and our recruitment team also use online tools to check for gender bias in adverts they draft.

In 2019 the NSPCC leadership team completed unconscious bias training and it is our intention to roll this out further within our organisation.

## **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**

The policy review is an ongoing process. However, there have been updates made to our carers leave, emergency time off for dependants and special leave policies in the last year.

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

We are continuing with our apprenticeship programmes and this year has seen the completion of the first set of courses we have run. We are looking into ways of tracking those who have completed the training and feedback from participants has been positive.

## **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?**

Part-time working remains popular within our lowest graded roles, and we have seen a slight increase in the proportion of women within these roles.

We continue to consider further how we attract more men to these roles.



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## Actions taken so far

We have taken a number of actions over the last twelve months that we believe will show future improvements in our gender pay gap. However, a number of these actions had not taken effect by the snapshot date of this report. We have touched on some already but to be clear we have:

- Introduced unconscious bias training to our leadership team with plans to roll it out further across the organisation
- Introduced anonymous sifting of applications for all paid roles
- Made use of software to check for gender bias in the language of our adverts
- Increased advertising of flexibility within our job adverts
- Set one rate for our Recognition Awards to eliminate differences in award amounts between men and women
- Set a pay benchmark, with an agreed milestone by which to reach it. This equalises pay at a point in time and therefore reduces differences within pay bands. Evidence shows that men are more likely to negotiate a higher starting salary so this will help to neutralise that effect within our longer serving staff.
- Introduced non-consolidated pay awards for our highest earners within our pay bands to prevent further drift away from the benchmark
- Set new controls on recruitment salaries and exceptional increases to pay. We have put more levels of authorisation and scrutiny on setting of salaries, which will serve to hopefully reduce the number of cases where salaries are offered outside of standard practice
- Put plans in place to lift the bottom and narrow the range of each pay band to reduce the variation of pay within pay bands.

# NSPCC

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 change the law. 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.

But all this is only possible with your support. Every pound you raise, every petition you sign, every minute of your time, will help make sure we can fight for every childhood.

**[nspcc.org.uk](https://www.nspcc.org.uk)**

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