

Gender Pay Gap Report 2017



1. Introduction:

New regulations were introduced in 2017 which mean that voluntary sector employers with more than 250 employees are required to report on a number of different statistical measures of gender pay as at the snapshot date of 5 April each year. This is the report for the snapshot date of 5 April 2017.

At the snapshot dates of 5 April 2017, at Family Action:

- There were 711 employees
- 650 employees (91%) were female
- 61 employees (9%) were male.

The statistical measures that we are required to report on as at the snapshot date of 5 April 2017, are as follows:

- a. Mean gender pay gap
- b. Median gender pay gap
- c. Mean bonus gender pay gap
- d. Median bonus gender pay gap
- e. The proportion of males receiving a bonus payment
- f. The proportion of females receiving a bonus payment
- g. The proportion of males and females in each quartile pay band

2: Gender Pay Gap Headline Figures:

The figures in this report have been calculated using the standard format required by legislation – the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, and are set out below:

Mean gender pay gap:

Mean Hourly Rate Female	Mean Hourly Rate Male
£13.42	£15.43

This gives us a **mean gender pay gap** of 13.3%. This figure is well below the UK average gender pay gap in 2016 of 18.1% (according to the Office for National Statistics)

Median gender pay gap:

Median Hourly Rate Female	Median Hourly Rate Male
£12.31	£13.13

This gives us **median gender pay** gap of 6.2%.

Bonuses:

Family Action does not operate a bonus scheme; however, it does operate a one-off payment scheme subject to employee performance in the annual appraisal. This one-off payment is only awarded to staff that are at the top of their pay scales, and who have met the following scoring criteria:

- Scores of 4 and 5 in each section of the appraisal, a one-off payment equivalent to 50% of the next increment (had this been due) is payable.
- Scores of 5 in each section of the appraisal, a one-off payment equivalent to 100% of the next increment (had this been due) is payable.

All other employees who meet the required scores of 3 in each section of their appraisal are eligible to be paid their next increment in line with their pay scales.

For the period 6th April to 2016 to 5th April 2017, we can report that, 39 employees were at the top of their pay scale and met the criteria for a one-off payment as part of the appraisal process. For the purposes of Gender Pay Gap reporting, this is to be reported against under bonuses.

The proportion of males and females receiving a bonus payment:

Female	Male
5.4% (35/650)	6.6% (4/61)

This shows a 1.2% difference in the number of males and females receiving a bonus for their performance in 2016. This is representative of the fact that there were almost ten times as many females than males in the organisation at the snapshot date.

Mean bonus gender pay gap:

Female Bonus Mean	Male Bonus Mean
£358	£524

This gives us a **mean bonus gender pay gap** of 31.7%. Please note, that one of the 4 bonus eligible males was employed in an executive role, and was the second highest earner in the organisation which has significantly influenced the mean bonus gender pay gap reported.

Median bonus gender pay gap:

Female Bonus Median	Male Bonus Median
£344	£278

This gives us a **median bonus gender pay gap** of -23.7%. This negative percentage indicates there were more roles in the lower paid quartiles that were bonus eligible as at the snapshot date. The balance of men and women in executive roles, and those who are at the top of their pay scales may also vary from year to year, and this will naturally have an influence on our bonus median gender pay gap, given the higher remuneration levels.

Pay Quartiles:

The following table shows the proportion of men and women in each of the four 'quartile' pay bands. This is calculated by dividing the workforce into four equal parts based on hourly rates of pay.

Portion of Male and Females in each quartile band		
Band	Male	Female
Lower	6.2%	93.8%
Lower Middle	8.9%	91.1%
Upper Middle	7.3 %	92.7%
Upper	11.2%	88.8%

Our figures show a higher proportion of women than men in each of the four pay quartiles. Typically there are more females employed in frontline roles which reflect the higher percentages in the lower,

lower middle and upper middle quartiles. The upper quartile has more males employed in IT, and senior management positions which typically attract higher salaries.

3. Next steps moving forward:

Family Action is committed to building a diverse and inclusive workplace that gives equal opportunities to all employees irrespective of gender. We have a clear policy of paying employees equally for the same or equivalent work, regardless of their gender or any other protected characteristic. At the heart of this, are our core values; People Focus, Can Do, Excellence and Mutual Respect which underpin all of our work.

We are proud to report that we have achieved Level 2 Investors in Diversity Accreditation, and are accredited as a Disability Confident Employer. In addition, Family Action has also recently ranked the 63rd best charity to work for in the UK in 2018, in the Sunday Best 100 Companies Awards. We also achieved a 1 Star accreditation which means we have “very good” levels of engagement within the organisation. This was our first entry in the top 100 list, and we are delighted to have been recognised as a great place to work.

Whilst our gender pay gap compares favourably with that of organisations both within the charity sector and across the whole UK economy, through our established Equality and Diversity Steering Group, we will continue to ensure that we are doing what we can over the next 12 months to address any gender pay issues.

Moving forward we will:

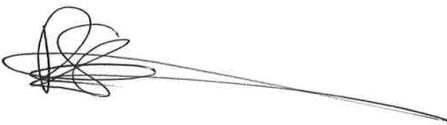
- Publish these results both internally and externally.
- Build on successful policies of flexible working, and continue to review our flexible working practices to ensure that the practices we already have in place are applied fairly across all levels of roles, subject to fulfilling organisational needs, and addressing any barriers that are identified.
- Continue to review our family-friendly policies, and practices that support childcare or other caring responsibilities to ensure equal support is available to all staff and is inclusive of all families. In the last 12 months we have reviewed our policies to make them more inclusive and Family Friendly, for example, our Paternity and Surrogacy policies where we have agreed revised benefits in line with our Maternity policy which are more enhanced than the statutory benefits that would ordinarily have applied to those taking this type of leave.
- Strengthen our recruitment policies and practices, and review whether there is more that we can do to promote equal opportunities at all levels of our workforce. We will also endeavour to better reflect our commitment to equal opportunities on our website recruitment pages, and in our job adverts.
- Develop a plan to encourage male applicants for underrepresented roles as part of our Equality and Diversity action plan and steering group.

- Look at opportunities to further support career development as part of our Workforce Strategy 2016-19, and explore the potential opportunities available to upskill or retrain through apprenticeships – both with internal staff and recruitment into apprentice roles. In addition, we will look to implement a leadership and management programme to support aspiring and existing managers to develop their skills further.
- Review our exit interview information, through our recently revised exit interview process, to better understand if one gender is leaving for specific reasons compared to the other.
- Improve our HR reporting and people information through the implementation of a new integrated HR and payroll system, enabling better quality of information to be reported, and potential gender imbalances to be identified and addressed as appropriate, for example:
 - Reviewing the numbers of male and female applicants for specific roles.
 - Regular salary reports for new starters to ensure salaries are consistently applied at each pay grade.
 - Evaluation of the number of female and male employees accessing maternity, paternity, and shared parental leave entitlements, and the proportion still in post 12 months after returning.
 - Evaluation of the number of female and male employees employed at each pay grade.

Declaration:

I, Ricardo Gomes Da Silva, General Counsel and Director of Systems, confirm that the information in this statement is accurate.

Signed:



Date:

4 April 2018

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