



# Barnardo's Gender Pay Gap Report

March 2019

Believe in  
children  
 Barnardo's

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# Foreword



**At Barnardo's, we believe in children regardless of their circumstances, gender, race, disability or behaviour. We work with some of the most vulnerable children in the UK with our essential services, campaigns and research. Last year alone, we supported more than 301,100 children, young people, parents and carers. Our commitment is to ensure equality, diversity and inclusion runs through everything that we do – from the children and young people we support, to our staff on the frontline and in support, stores and fundraising services, to our volunteers.**

With 83% of our employees being female, I am encouraged that Barnardo's median gender pay gap of 9.51% for 2018 is much better than the national median pay gap of 17.9%.

Since we reported on our gender pay gap for the first time last year we have taken the time to really understand the causes and agreed a comprehensive action plan to help us close the gap. Our "Emerging Leaders Programme" that launched last year aims to attract and equip female employees, and particularly BAME female employees, with the relevant skills, values and behaviours needed for leadership roles. We have also introduced a new anonymised recruitment system to help address potential recruitment bias and to create a level playing field. Our Women's Network started a Mentoring Programme which provides a safe space for female employees across Barnardo's to be mentored on career development opportunities and challenges. The Network also provides workshops on a range of themes including positive language and imposter syndrome. These are just some of the many actions we are committed to delivering on.

We are also proud of the journey we are on to becoming a Learning Organisation. Learning from our experiences and the publishing of current and future gender pay gaps will make us more efficient, effective and strategic. We will take every opportunity to find new ways – and the best ways – to support more children and raise the money we will need to do this.

While the overall picture is a positive one there is much work to do.

I am committed to continually reviewing our action plan to ensure we do everything we can to narrow our gender pay gap. There is no room for complacency.

## **Javed Khan**

Chief Executive, Barnardo's

# Gender Pay Gap – What does it mean?

## The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 requires Barnardo's to carry out Gender Pay Reporting.

This can help us to assess the levels of gender equality at the charity, the balance of male and female employees at different pay grades and how effective we are at nurturing and rewarding talent.

The gender pay gap is separate from equal pay. According to the Equality & Human Rights Commission, '...whilst both equal pay and the gender pay gap deal with the disparity of pay women receive in the workplace, they are two different issues:

1. Equal pay means that men and women in the same employment performing equal work must receive equal pay, as set out in the Equality Act 2010.
2. The gender pay gap is a measure of the difference between men's and women's average earnings across an organisation or the labour market. It is expressed as a percentage of men's earnings.<sup>1</sup>

As an employer, failing to provide equal pay to employees is unlawful, while having a gender pay gap is not. Barnardo's is an equal pay employer. We do not engage in any practices that breach equal pay legislation.

As an employer, Barnardo's is committed to **tackling and eliminating gender inequality, and all forms of inequality.**

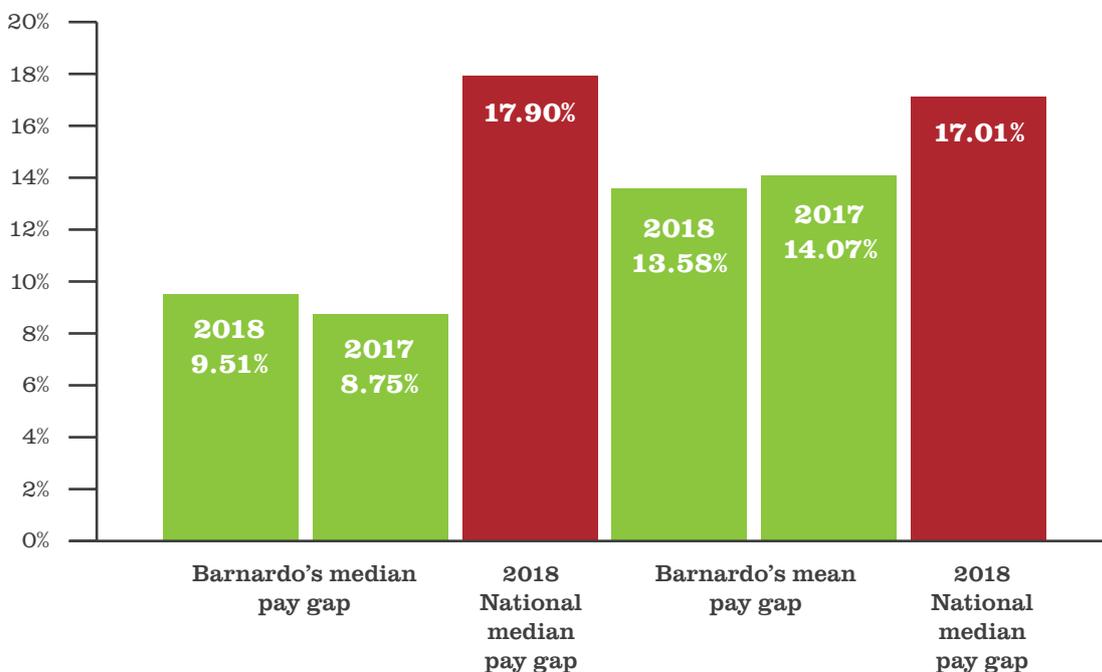
<sup>1</sup> <https://www.equalityhumanrights.com/en/advice-and-guidance/what-difference-between-gender-pay-gap-and-equal-pay>

# Barnardo's Gender Pay Gap

Barnardo's overall gender pay gap by mean average is **13.58% in favour of men, significantly below the national mean pay gap of 17.1%**. This represents the difference between the average salaries of females and males across our total workforce. At the time we drew up our 2017 Gender Pay Gap Report, the figure was 14.07% in favour of men. There has, therefore, been a reduction in the mean average this year by 0.49 percentage points.

Our gender pay gap by median average is **9.51%, significantly below the national median pay gap of 17.90% (ONS 2018)**. The median gender pay gap is the percentage difference between the midpoints in the ranges of hourly earnings of female and male employees. These ranges are created by taking the hourly wages for employees and lining them up from lowest to highest. The middle wage in each case is then chosen for comparison.

## Barnardo's vs National Gender Pay Gaps



These ratios are calculated from a workforce that is 83% female and 17% male; just over half is part-time including sessional workers. Approximately 7% of our workforce covered by this analysis are on different and protected levels of pay as the staff have been transferred to Barnardo's under TUPE arrangements. We also employ a large percentage of staff in occupations where there has been a societal trend towards women as the predominant gender.

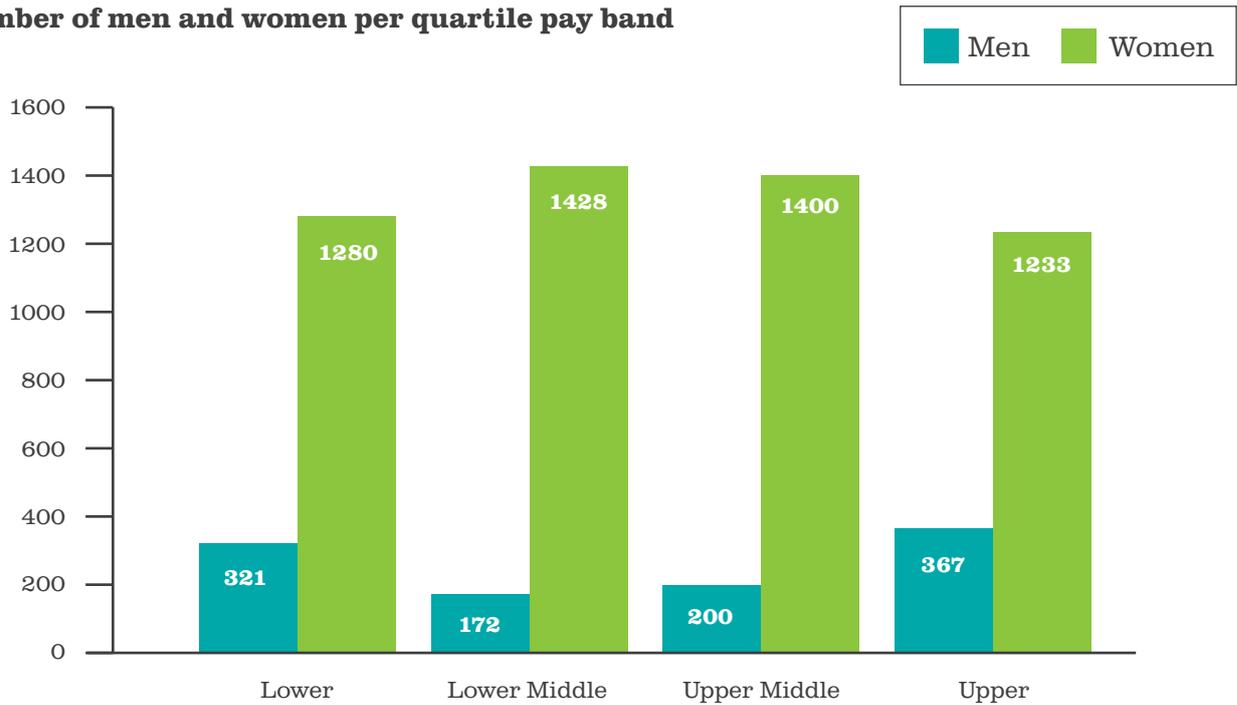
## Statutory Information: Bonus Data

During the 2018 reporting period, no bonus payments were made to any workers in Barnardo's.

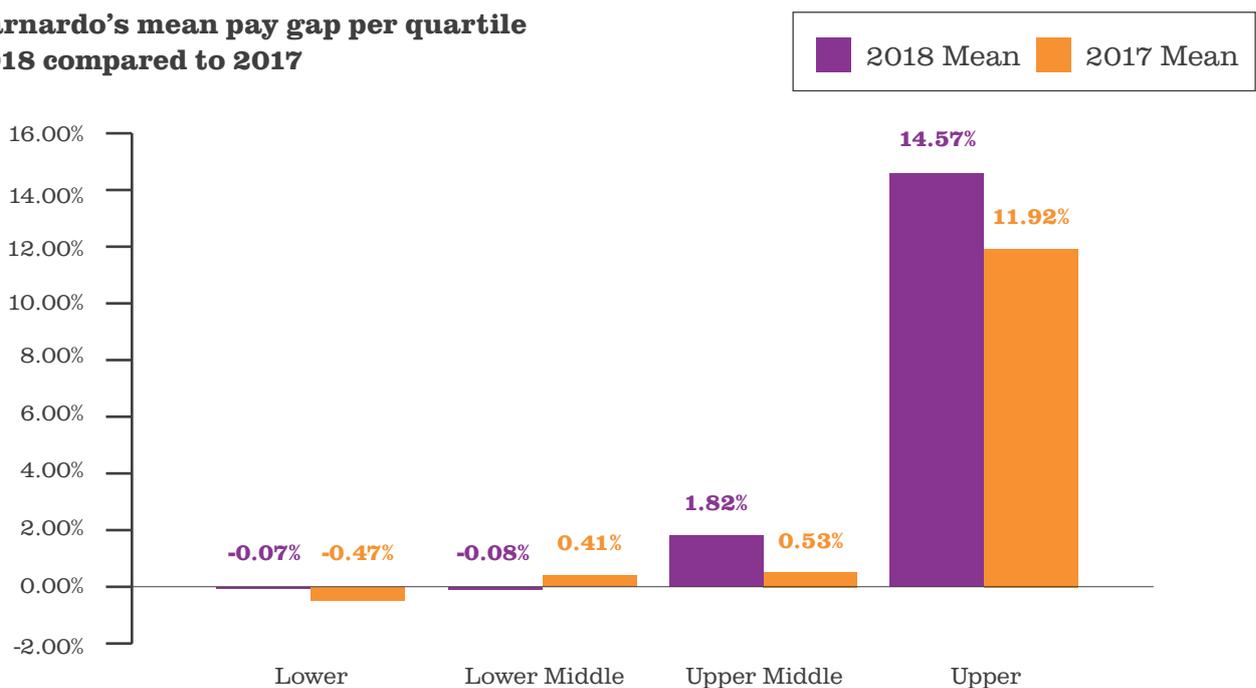
# Our gender pay gap: What does it show us?

An analysis of our gender pay gap by quartiles has helped to identify the key 'drivers' behind the gender pay gap at Barnardo's.

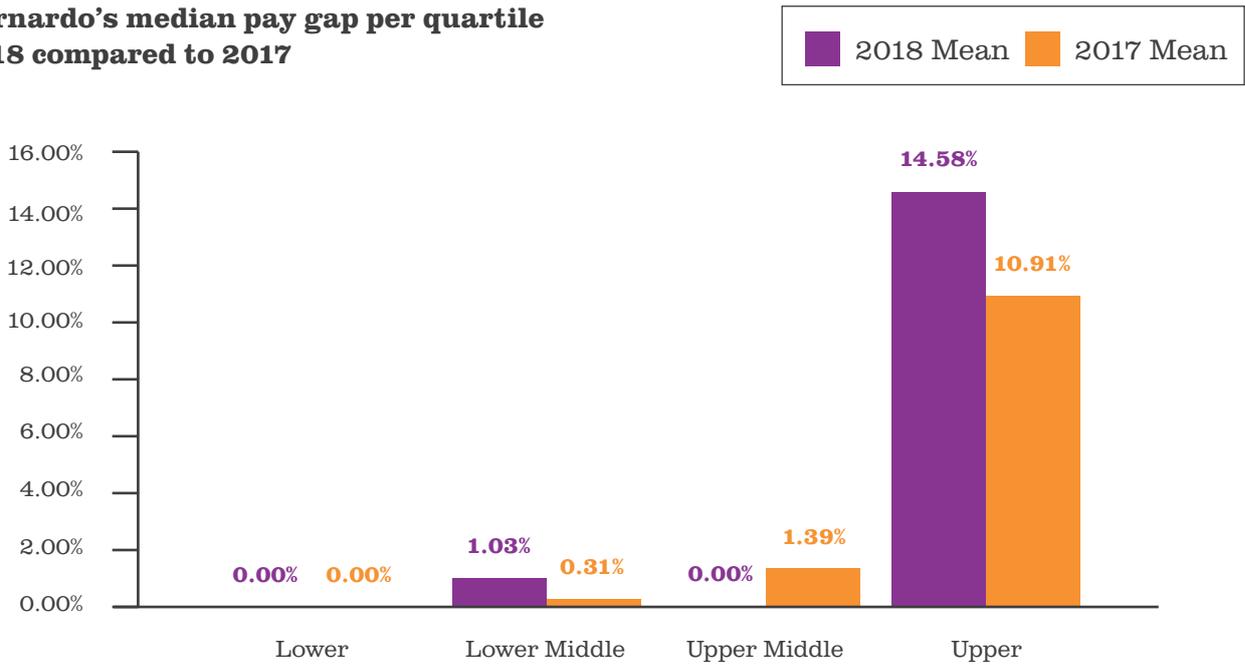
**Number of men and women per quartile pay band**



**Barnardo's mean pay gap per quartile  
2018 compared to 2017**

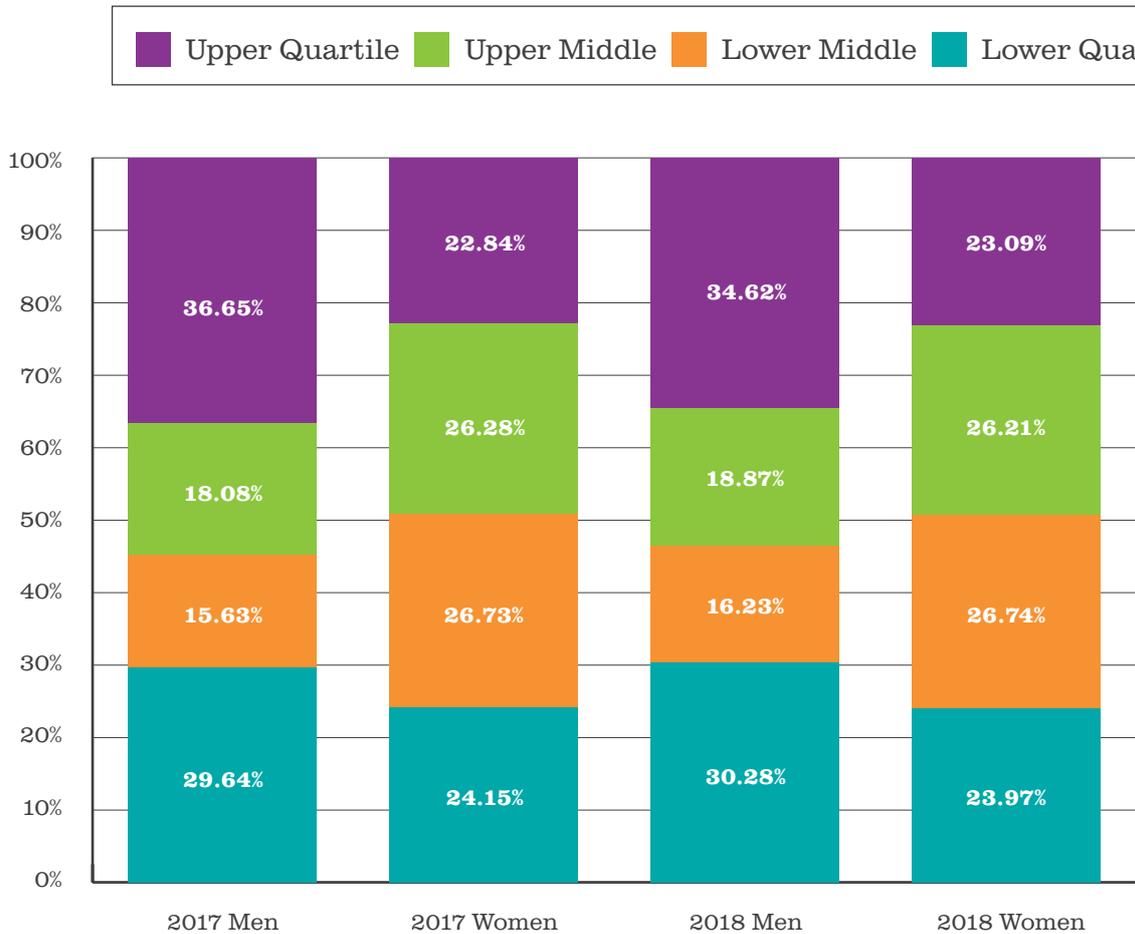


**Barnardo's median pay gap per quartile  
2018 compared to 2017**



**Key driver 1: Higher proportion of men than women in upper quartile**

**Percentage of men and women in each quartile as a percentage of each gender population**



Barnardo's workforce is predominantly female but the proportion of the male workforce earning in the upper quartile is higher (34.62%) than the proportion of the female workforce earning in the upper quartile (23.09%). This is one of the key elements driving our gender pay gap and is therefore an area in which we are concentrating attention through our action plan.

### **Key driver 2: Low male representation in middle quartiles**

Male representation is particularly low in the upper middle and lower middle quartiles (16.23% and 18.87% respectively). Low male representation in the middle quartiles is another key contributor to our gender pay gap where we will focus attention.

### **Key driver 3: Part-time and sessional work**

Across most employers, part-time and sessional roles are more likely to be occupied by women than men, and the opportunities for part-time roles decrease as pay brackets increase.

Barnardo's currently reflects this national trend. Our part-time roles are most prevalent in the lower pay quartile – 85% compared to 39% in the upper quartile. 46.5% of our workforce is part-time and 11.5% sessional. We are committed to improving opportunities for part-time/flexible working within the upper quartile.

# Barnardo's Initial Gender Pay Gap Action Plan

In our initial Gender Pay Gap report in 2018, we outlined a number of actions which we taking to improve our gender pay gap position over the longer term. We have included a progress report below. We intend to continue these actions in the year ahead. We have identified a further action (8) which will help us better understand the drivers which are affecting our Gender Pay Gap outcomes specifically in the upper quartile.

1. Require 'head hunters' and search agencies to provide a diverse gender mix at longlisting stage for all senior appointments. (From Q4 2017/18).

**Progress.** This step has been introduced and a number of the latest entrants to key roles in our "Corporate Leadership Group" have been female.

2. Ensure our emerging Talent Management activity is accessible to part-time/flexible workers and meets the needs of women approaching/in the upper quartile. (From Q1 2018/19)

**Progress.** The "Emerging Leaders Programme" launched in 2018 set out to attract female (and particularly BAME female) staff into the first tranche. Additionally our recently-launched e-learning offering for managers is open to all staff and hosts courses particularly relevant to part-time/flexible workers as the modules can be accessed at any time on any Barnardo's compatible device.

3. Develop a plan to encourage male applicants for underrepresented roles as part of our EDI action plan. (From Q1 2018/19)

**Progress.** We have introduced anonymised recruitment to help address potential recruitment bias. We have launched a new recruitment system, providing detailed recruitment data and have completed a baseline analysis over 6 months, showing that female candidates for all vacancies are more likely to be shortlisted and offered employment than male candidates.

4. Ensure all staff returning from extended leave have a re-integration plan, including career development discussion. (From Q1 2018/19)

**Progress.** This has been successfully introduced. A checklist was drawn up in May 2018 and has been promoted throughout Barnardo's by local People Teams.

5. Review Barnardo's approach to flexible working and consider adopting a more proactive approach, particularly for leadership/managerial roles. (Q1 2018/19)

**Progress.** We have recently published an updated flexible working policy and we are aiming to ensure that this is considered very early in the induction process. We have identified further work on flexible working as an organisational priority, sponsored at Corporate Director level.

**6.** Monitor starting salaries for gender bias. (From Q3 2017/18)

**Progress.** Q3 2018/2019 analysis was completed and shows that the median pay gap was 2.36% in favour of men (sample of 464 recruits). The highest pay gap by quartile is the upper quartile where the gap stood at 7.47%. The other quartiles had no gap or the gap was in favour of women.

**7.** Facilitate the introduction of a women's network/Lean-In Circles. (From Q3 2017/18)

**Progress.** The Women's Network was launched on International Women's Day in March 2018 and is now firmly established and well received. Lean-In Circles and mutual mentoring programmes are being introduced through the Network.

**8.** 2019 Additional Action: Detailed analysis of Upper Quartile pay by gender to assess the underlying factors that influence the overall median calculation.

This work will highlight what factors might underpin the median gap calculation for this quartile. Such deep analysis will then confirm whether there are any specific further actions required to influence the median pay gap statistic over time. This will be undertaken after the April 2019 Single Annual Pay Award has been implemented to ensure our information is as up to date as possible.

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**Barnardo's**

**A:** Barnardo House, Tanners Lane, Ilford, Essex IG6 1QG

**T:** 020 8550 8822

**W:** [www.barnardos.org.uk](http://www.barnardos.org.uk)

Barnardo's Registered Charity Nos. 216250 and SC037605 20801dos19

