



# Barnardo's Gender Pay Gap Report

March 2020

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 Barnardo's

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# Foreword



**At Barnardo's, we believe in children and young people regardless of their gender, race, disability, circumstances, or background. We work with some of the most vulnerable children in the UK with our essential services, campaigns and research. Last year alone, we reached around 300,000 children, young people, parents and carers, and saw a 26% increase in direct, individual support – compared with the year before.**

We are deeply committed to ensuring that equality, diversity and inclusion are at the heart of everything we do. This commitment is at the core of our Basis and Values – in particular respecting the unique worth of every person and encouraging people to fulfil their potential – and is something that we are very proud to have held dear for over 150 years.

I am pleased to say that with 85% of our colleagues being female (last year was 83%), Barnardo's overall gender pay gap mean average is 11.57%. This is a 2% improvement on last year (13.58%) and is well below the national mean of 17.3%.

Since last year, we have continued to develop our comprehensive action plan and maximised opportunities to close the gap.

We have recruited female and BAME staff onto our 'Emerging Leaders Programme' and provided e-learning development opportunities through our new corporate university – The BU – enabling flexibility especially for part-time colleagues.

Our anonymised recruitment approach is helping to address recruitment bias and this has led to an increase in female candidates being shortlisted for a range of vacancies.

A forum which has been particularly influential in achieving success is our Women's Network. They have been busy identifying leadership development opportunities and improvements to our flexible working arrangements for female colleagues. We are also working with the Network to develop a menopause policy to support an open and inclusive work environment; and we have developed a return to work checklist to improve the experience for women who are on or returning from maternity leave.

While we are clearly continuing to make progress in this area there are always opportunities to build on and challenges to overcome.

I am committed to continually reviewing our action plan to ensure we do everything we can to narrow our gender pay gap by increasing opportunities to progress women throughout the Charity.

## **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.**

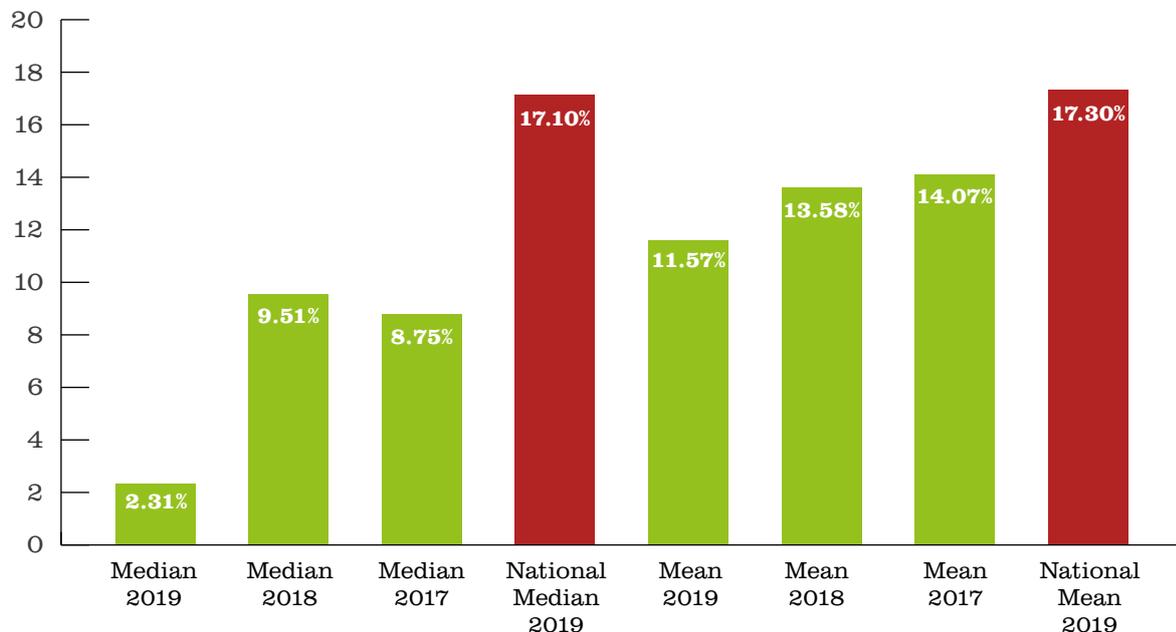
<sup>1</sup> <https://www.equalityhumanrights.com/en/advice-and-guidance/what-difference-between-gender-pay-gap-and-equal-pay>

# Barnardo's Gender Pay Gap

Barnardo's overall gender pay gap by mean average is **11.57% in favour of men, significantly below the national mean pay gap of 17.3%**. This represents the difference between the average salaries of females and males across our total workforce. At the time we drew up our 2018 Gender Pay Gap Report, the figure was 13.58% in favour of men. There has, therefore, been a reduction in the mean average this year by 2.01 percentage points.

Our gender pay gap by median average is **2.31%, significantly below the national median pay gap of 17.10% (ONS 2019)**. 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 85% female and 15% male; just over 60% is part-time including sessional workers. We also employ a large percentage of staff in occupations where there has been a societal trend towards women as the predominant gender.

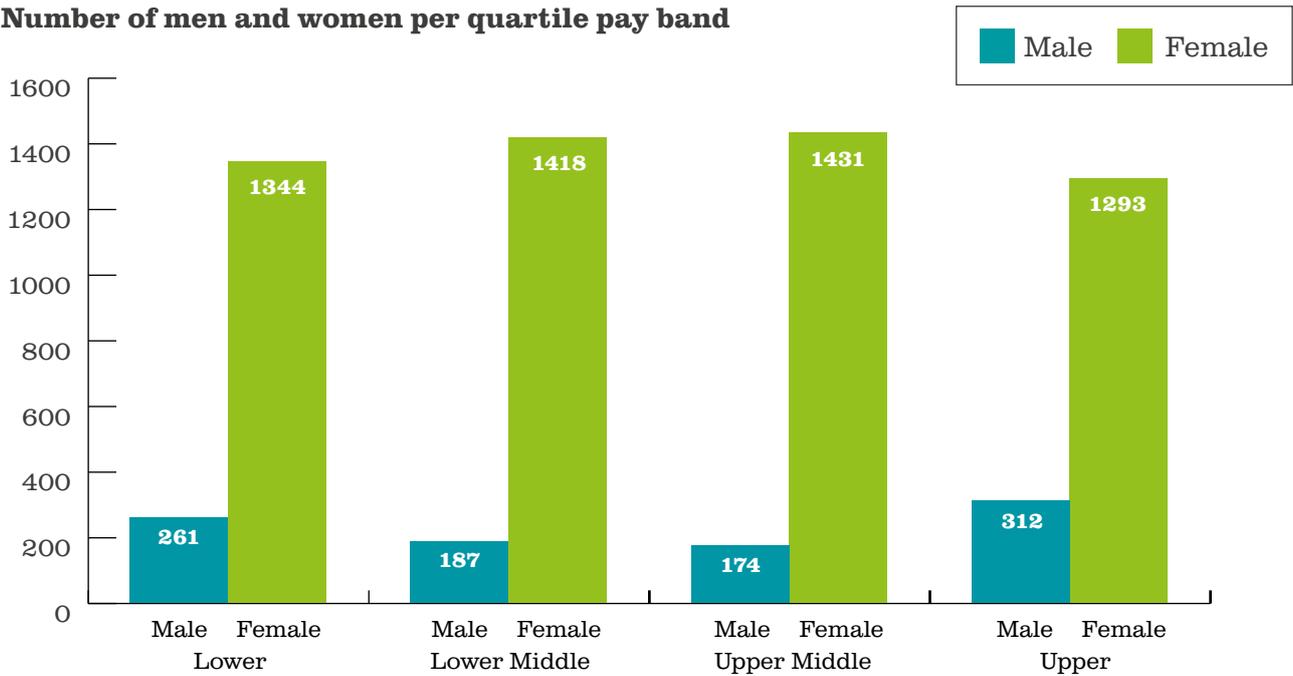
## Statutory Information: Bonus Data

During the 2019 reporting period, no bonus payments were made to any workers in Barnardo's.

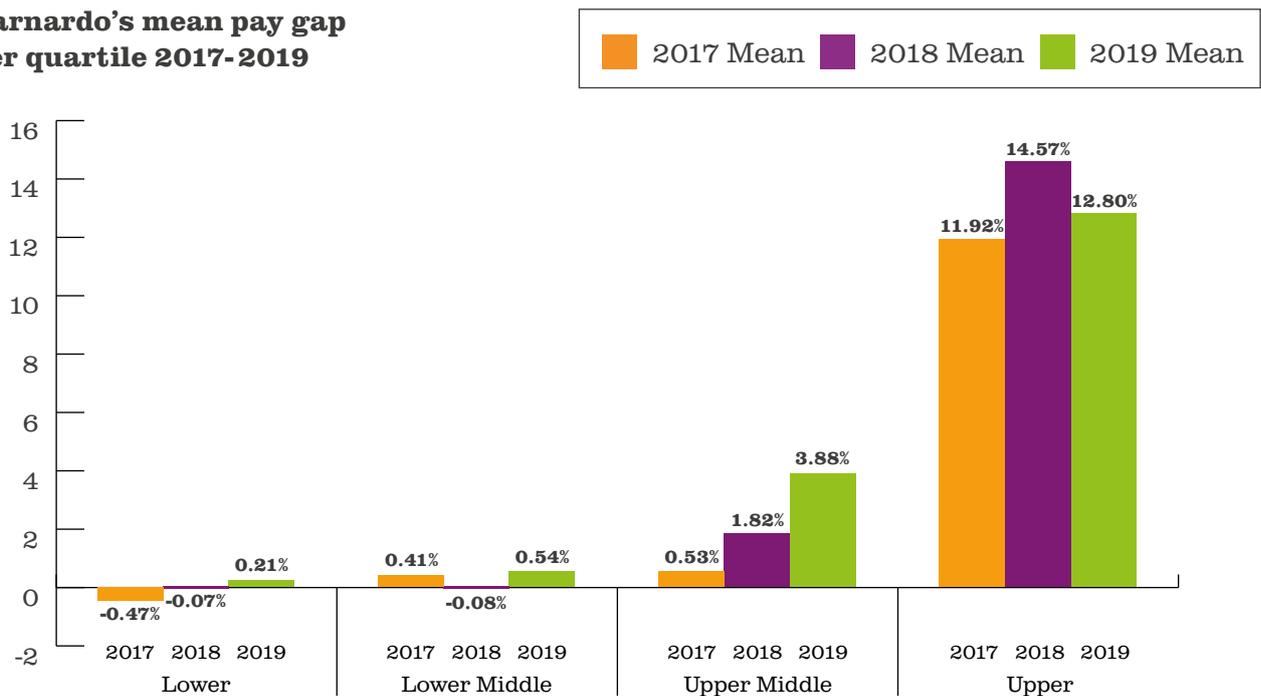
# Our gender pay gap: What does it show us?

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

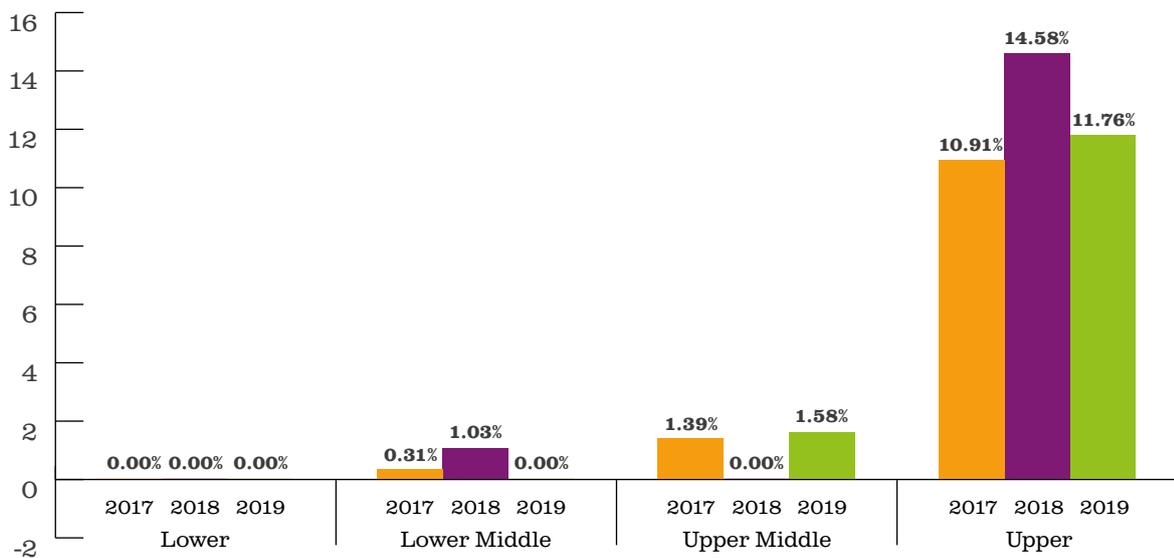
**Number of men and women per quartile pay band**



**Barnardo's mean pay gap per quartile 2017-2019**



## Barnardo's median pay gap per quartile 2017-2019



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

Barnardo's workforce is predominantly female but the proportion of the male workforce earning in the upper quartile is higher (33.4%) than the proportion of the female workforce earning in the upper quartile (23.57%). This is one of the key elements driving our gender pay gap and is therefore an area in which we are continuing to focus on as part of 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 (20.02% and 18.63% respectively). Low male representation in the middle quartiles is another key contributor to our gender pay gap where we continue to 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 – 90% compared to 36% in the upper quartile. 42.8% of our workforce is part-time and 11.6% sessional. We are committed to improving opportunities for part-time/flexible working within the upper quartile.

# Barnardo's Gender Pay Gap Action Plan

In our initial Gender Pay Gap report in 2018, we outlined a number of actions which we are 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.** We are continuing to embed this into the recruitment we do through head-hunters and search agencies.

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' continues to set out to recruit female (and particularly BAME) staff. Development opportunities through the BU are increasingly flexible e-learning offerings which can be preferable for part-time and flexible working as it 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 introduced 'name-blind' recruitment in 2018 to help address recruitment bias. Our on-line recruitment system provides detailed recruitment data which shows female candidates for all vacancies are more likely to be shortlisted and offered employment when compared to men.

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

**Progress.** A manager's checklist was successfully introduced in May 2018 and is used throughout Barnardo's. More work is needed to evaluate the impact of this. We will work with the Women's Network to identify ways of improving the experience of women on and returning from maternity leave.

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

**Progress.** The flexible working policy was reviewed and re-launched in February 2019 with 'Flexible Working Week'. The feedback from the Women's Network suggests more work still needs to be done so we will work with them to identify way to do this.

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

**Progress.** Q4 2019-20 analysis was completed and shows median gender pay gap in favour of men of 10%, although the sample size was 435 recruits, of which 370 were women and only 56 were men. The bulk of the women new recruits were in the lower grades roles. We will continue to monitor this and do further analysis by grade/job level.

**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. Mentoring programmes have been established as part of the EDI networks.

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

**Progress.** There has been an improvement in the Upper Quartile data for this reporting year. We will continue to monitor this area to see where further improvements can be made outside of this action plan.

**9. 2020 Additional Action:** Using the findings from the Women's Network identify and proactively work on further areas for development.

Using the analysis from the Women's Network workshops and survey we will review three key areas they have highlighted - progression and development, flexible working and leadership learning opportunities - to see where we can further improve the experience of women across the Charity.

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