



Barnardo's Gender Pay Gap Report

December 2017

Believe in
children
 Barnardo's

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Foreword



At Barnardo's, we believe in children regardless of their circumstances. Through our essential services, campaigns and research, we provide a voice for the most vulnerable in society. Last year alone, we supported more than 272,000 children, young people, parents and carers.

Our staff on the frontline and in support functions work tirelessly to transform the lives of children across the UK and we are committed to ensuring an equality of opportunity in the workplace, regardless of an individual's gender, sexual orientation, gender reassignment, disability, age, race, religion or belief, marriage and civil partnership, pregnancy and maternity.

That commitment to diversity and inclusion is not just something we do at Barnardo's – it is part of who and what we are.

We are also proud to be a Learning Organisation and therefore welcome the transparency of publishing gender pay gaps. It affords an opportunity not only to learn from our own data and analysis, but to share best practice from other charities and organisations.

With 85% of our employees being female, I am encouraged that Barnardo's gender pay gap of 14.07% (mean)/8.75% (median) is much better than the national average. However, we will not be complacent and are committed to improving on this with a determined effort.

Our Equality, Diversity and Inclusion Action Plan already contains initiatives that will support this commitment but we are also developing a specific Gender Pay Gap plan to focus on key areas which is informed not just by the data but also internal engagement with staff to understand the enablers and barriers to development and promotion. Initial actions are already being implemented.

These are positive steps forward, and there is much work to do, but I am committed to ensuring that we do everything we can to narrow our gender pay gap.

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 differs to equal pay which is unlawful. The gender pay gap is not. 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.¹

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.**

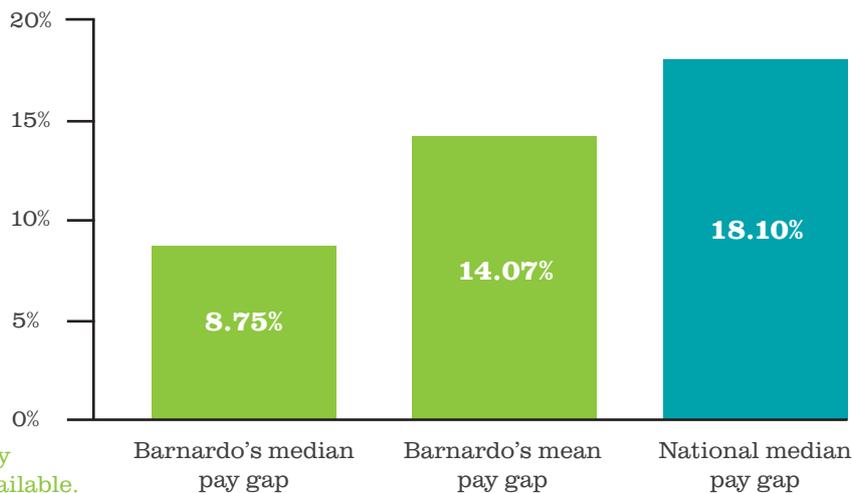
¹ <https://www.equalityhumanrights.com/en/advice-and-guidance/what-difference-between-gender-pay-gap-and-equal-pay>

Barnardo's Gender Pay Gap

Barnardo's overall gender pay gap by mean average is **14.07% in favour of men**. This represents the difference between the average salaries of females and males across our total workforce.

Our gender pay gap by median average is **8.75%, significantly below the national median pay gap of 18.01% (ONS 2016)**.

Barnardo's vs National Gender Pay Gaps



*Note:
National mean pay gap data is not available.

These ratios are calculated from a workforce that is 85% female and 15% male; just over half is part-time including sessional workers. Approximately 7% of our workforce covered by this analysis is on different terms and conditions as the staff have been transferred to Barnardo's under TUPE arrangements. We employ a large percentage of staff in occupations where there is a societal gender bias.

Statutory Information: Bonus Data

As part of the mandatory reporting process, employers are also required to publish the gender pay gap within any bonuses. Bonus payments are rare at Barnardo's.

The proportion of male and female employees within Barnardo's who received bonus pay in the relevant period is:

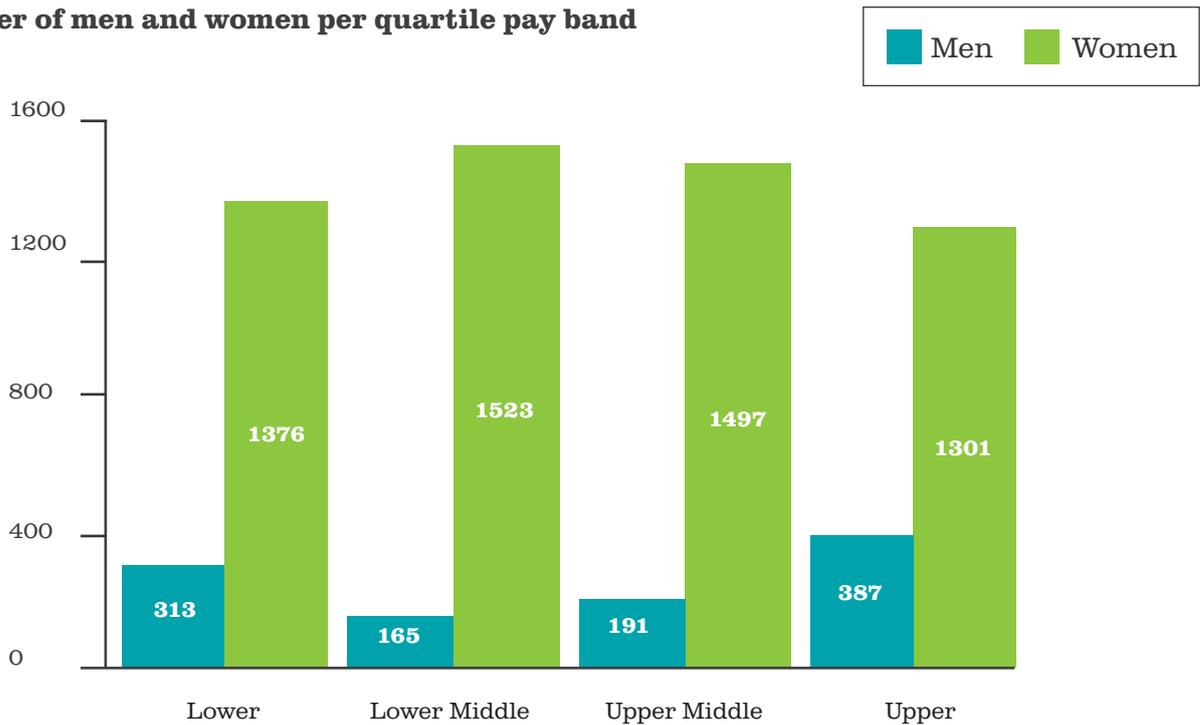
- **Men: 0.78%**
- **Women: 0.85%**

Barnardo's overall bonus gender pay gap by mean average is 23.82% in favour of men. Our bonus gender pay gap by median average is 7.82%.

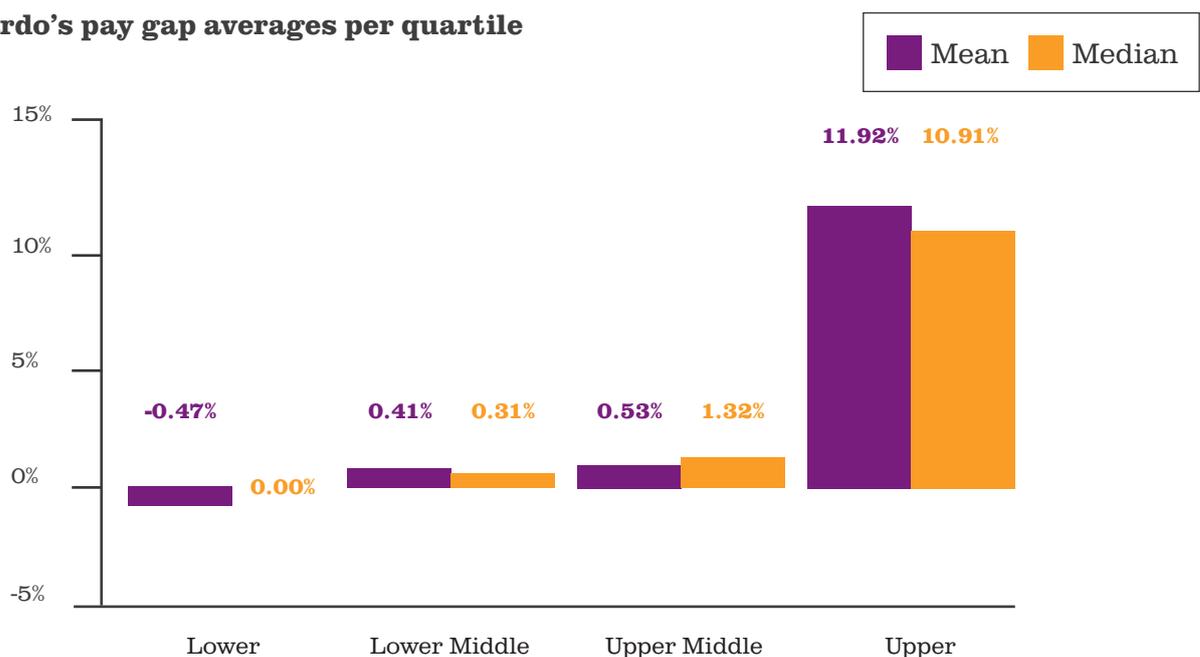
Our gender pay gap: What does it show us?

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 pay gap averages per quartile



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 (36.65%) than the proportion of the female workforce earning in the upper quartile (22.84%). This is one of the key elements driving our gender pay gap and is therefore an area in which we are concentrating attention.

Key driver 2: Low male representation in middle quartiles

Male representation is particularly low in the upper middle and lower middle quartiles (18.08% and 15.63% respectively). This is another key contributor to our gender pay gap where we will focus attention.

Key driver 3: Part-time and sessional work

Across 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 quartile (73%) compared to 38% in the upper quartile. 41% of our workforce is part-time and 13% sessional. We are committed to improving opportunities for part-time/flexible working within the upper quartile.

Barnardo's Initial Gender Pay Gap Action Plan

- Require 'head hunters' and search agencies to provide a diverse gender mix at longlisting stage for all senior appointments. (From Q4 2017/18)
- 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)
- Develop a plan to encourage male applicants for underrepresented roles as part of our EDI action plan. (From Q1 2018/19)
- Ensure all staff returning from extended leave have a re-integration plan, including career development discussion. (From Q1 2018/19)
- Review Barnardo's approach to flexible working and consider adopting a more proactive approach, particularly for leadership/managerial roles. (Q1 2018/19)
- Monitor starting salaries for gender bias. (From Q3 2017/18)
- Facilitate the introduction of a women's network/Lean In Circles. (From Q3 2017/18)





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