

Spurgeons Gender Pay Gap on 5 April 2017

In 2017 the Government introduced a requirement that every organisation employing 250+ people must report a set of key data around gender and pay.

The calculation is based on a snapshot taken of the organisation, in the case of charities this is 5 April each year. The results presented use the Government prescribed methodology and as a result could be misunderstood. Therefore, this report highlights some aspects of Spurgeons and the methodology used that should be taken into consideration when reading the results we are asked to report.

Spurgeons has a clear pay and remuneration policy that seeks to live out our values of compassion, inclusiveness and hope, recognising our staff as central to us living out our mission and realising our vision.

Before reading the results

We seek to adhere to the best employment practices and do not tolerate discrimination. The gender pay gap should not be confused with unequal pay. The Charity Commission website comment on this matter is helpful:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/664017/Gender_pay_gap_-_actions_for_employers.pdf

“The gender pay gap should not be confused with unequal pay. Unequal pay is the unlawful practice of paying men and women differently for performing the same or similar work, whereas the gender pay gap is a measure of the difference between the average hourly earnings of men and women. Nearly all employers will have a gender pay gap this year, and for most, these gaps will not be the result of unequal pay.”

Spurgeons results are greatly affected by the small number of men who work for the charity. In our snapshot of the 295 members of staff employed by Spurgeons in April 2017 only 22 were men. As our two most senior members of staff are male, the figures do become skewed. The impact this has is reported below and must not be overlooked in any fair reporting of our gender pay gap position.

Our results

Staff numbers

Total number of employees	295
Female	273 (92.25%)
Male	22 (7.75%)

Pay figures

- mean gender pay gap in hourly pay (difference between M & F – M are higher) 17.61%
- median gender pay gap in hourly pay 6.12%

The Government asks us to report on bonus payments, however, *Spurgeons does not pay bonuses.*

- mean bonus gender pay gap N/A
- median bonus gender pay gap N/A
- proportion of males and females receiving a bonus payment N/A

Proportion of males and females in each pay quartile

Lower Quartile	6.76% Male 93.24% Female
Lower Middle Quartile	8.11% Male 91.89% Female
Upper Middle Quartile	2.74% Male 97.26% Female
Upper Quartile	12.16% Male 87.84% Female

Explaining the difference

Our gender pay gap seems to be comparable to other children's charities with regard to the mean rate and slightly lower than other similar charities when it comes to median rates (e.g. Action for Children's gap is 17.9% and 9.7%; The Children's Society 17.3% and 20.8%; NSPCC 14.7% and 9.2%).

The national average pay gap is 9.1% in favour of men and is slanted due to the high proportion of women who work part-time. The gap seems to be greatest amongst older age groups. This of course represents a large portion of our staff. The average age of our employees is 41 and 46% of our staff are part-time. As you can see from the above, over 92% of our staff are female. This means that given the wider social and economic context we would expect our workforce to have an 'above average' gender pay gap.

By far the biggest impact on our results is the impact of including the three most senior managers in the charity.

Just as a quick comparison here are the results with and without the senior three managers:

Measure	Whole staff group (including senior 3 staff)	Excluding the three senior (highest paid) staff
mean gender pay gap in hourly pay	17.61%	5.79%
median gender pay gap in hourly pay	6.12%	5.31%

(The % are the difference between Male & Female – Male being higher.)

How we intend to address our gender pay gap

This report has sought to place Spurgeons' results in the context of other similar charities and the particular context that we have, especially the impact of employing a small number of men can have on the results. This has shown how the methodology used in this instance can be misleading. This does not mean that we are content with the position as it stands or passive in wanting to close the current gap. With the support of our Board of Trustees (made up of 2 men and 5 women at the time of reporting) Spurgeons intends to take the following steps to promote greater equality of pay.

1. *We will promote the development of staff within Spurgeons including women in senior roles.*

During 2018 we will look at how we can provide greater opportunities to grow our own leaders within Spurgeons through providing development opportunities ranging from funding training courses to exploring whether we can provide a leadership programme to a small number of staff. We will seek to ensure that all women, and especially those who work part time or have family commitments, are not disadvantaged when it comes to these opportunities, and that trustees consider how to promote greater female representation in the most senior executive roles.

2. *We will review our pay and reward system.*

Spurgeons has a clear pay policy that seeks to ensure that we pay people fairly (including a commitment to paying at least the rate set by the Living Wage Foundation, and a grading system based on a competency framework published internally on our intranet); that we seek to minimise pay inequality between the highest and lowest paid staff (we seek to stick to NCVO pay ratio recommendations); and do not tolerate any illegal discrimination in pay and recruitment. Nevertheless, we will seek to review our pay and rewards system to explore how we can seek to address our gender pay gap fairly to all staff.

3. *We will encourage the employment of more men, particularly in entry-level positions.*

It could be argued that one of the reasons for our pay gap is that we reflect the sector's pattern of having a largely female workforce more likely to be employed in our part-time/ child and parent friendly roles. We will consider how to encourage more men into the sector and into working for us, especially in entry-level positions that may be attractive to new Dad's or men who have left education with relatively few formal qualifications. This may mean exploring how we develop apprenticeships or new pathways into working for us.

4. *Seeking to promote the appointment of more women in the most senior positions*

This report demonstrates the impact of having the two most senior and highest paid members of staff included in the pay gap calculation. In addition, while the absolute numbers may be low, the proportion of men employed in the upper quartile of pay



is 12% compared to the average for the whole staff team of under 8%. Therefore, one of the steps that trustees must consider is how to better reflect the gender balance in the senior team of managers. This may be a long-term aspiration dependent upon turnover of staff but an aspiration that will be intentionally help by trustees and the Chief Executive.

This report has been approved by:

Ross Hendry, Chief Executive

Andrew Caplen, Chair of the Board of Trustees

Natalie Cronin, Chair of the Appointments and Remuneration Committee

April, 2018