CHANGING LIVES

Gender Pay Gap Report 2021/22

March 2023

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Contents

Our 2021/22 Gender Pay Gap Report (Snapshot Date: 5 April 2022)

Gender pay reporting legislation requires employers with 250 employees or more to publish calculations each year showing how large the pay gap is between their male and female employees. The calculations to report on are:

- **Average gender pay gap as a mean average** - difference between the average hourly pay rate of male and female employees
- **Average gender pay gap as a median average** - lining up all existing hourly rates, the difference between the mid-point of that of male employees compared to females
- **Average bonus as a mean average** - the difference between the average bonus paid to male employees compared to females
- **Average bonus as a median average** - lining up all bonus values, the difference in the mid-point paid to male employees compared to the average of those paid to females
- **Proportion of males receiving a bonus payment and proportion of females**
- **Proportion of males and females when divided into 4 groups (quartiles) ordered from lowest to highest pay**

As an organisation, we do not pay bonus payments, therefore this element is not applicable.

This report is based on hourly pay rates as of 5 April 2022 and the calculations in this report are accurate as of that date.

As an organisation, we are committed to equality, fairness and inclusion and take every opportunity to embed these values into our day-to-day work to support people who face the most challenging of circumstances. Our gender pay gap results demonstrate we continue to maintain a position whereby our pay difference is relatively small whilst continuing to improve, however we persist in our efforts to close the pay gap.

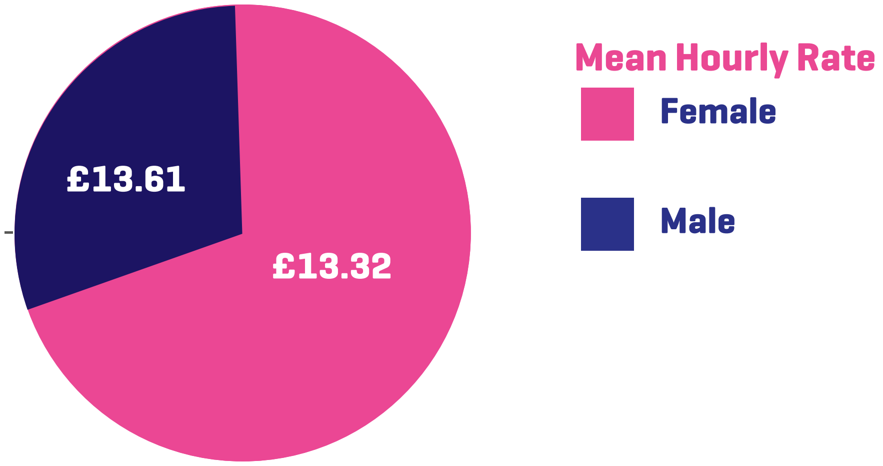
Average Gender Pay Gap

The table below shows our mean and median figures for hourly pay.

Difference between male and female pay as of 5 April 2020		
	Mean	Median
Hourly fixed pay	2.6%	-1.8%
Bonus paid	N/A	N/A

The data is based on a total of 568 employees as of 5 April 2022, of which 400 (70.42%) were female and 168 (29.58%) were male. This is consistent with our reporting for the previous year (2020/21), whereby we had 566 employees of which 397 (70.1%) were female and 169 (29.9%) were male and is also aligned to the gender spilt across the voluntary sector more generally.

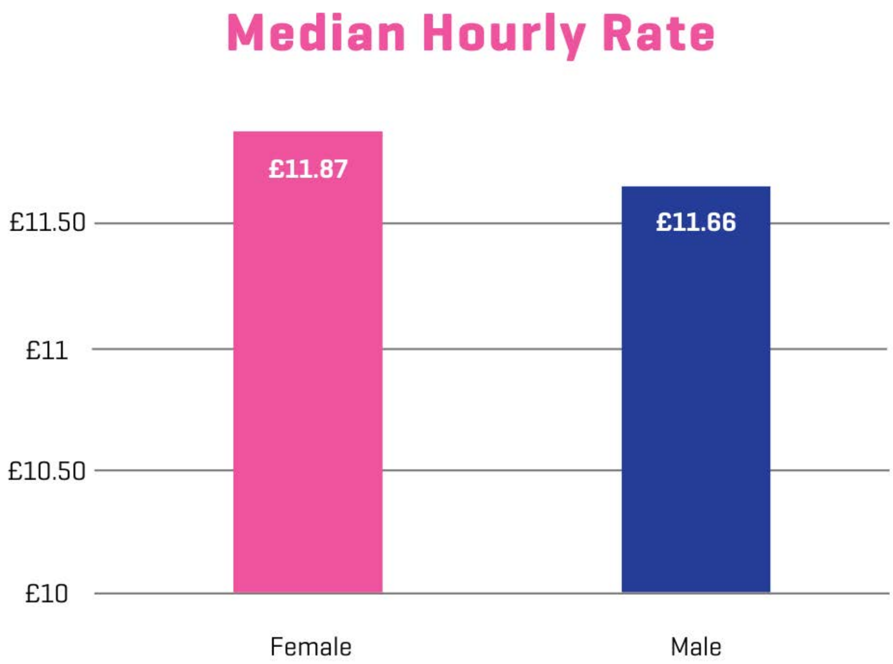
Mean Gender Pay Gap



We see a reduction of 1.6% in our mean figure (4.2% in previous reporting period), i.e. the mean hourly rate difference between male and female employees is £0.29 as of 5 April 2022 (reduction on previous year where the mean figure was £0.54). This is a positive position and reverses the gradual upward trend over a 3-year period. As demonstrated later in the report (quartiles), we have moved closer to gender parity across all pay bands, narrowing any pay differentials

Median Gender Pay Gap

This year's reporting sees a position that is more favourable to females with a median pay gap of -1.8% (a positive shift of 2% from the previous year's report), i.e. the median hourly rate difference is higher for females over males by £0.21 as of 5 April 2022 (the previous year saw a more favourable position to males by £0.03).
This reverses the gradual upward trend over a 3-year period.



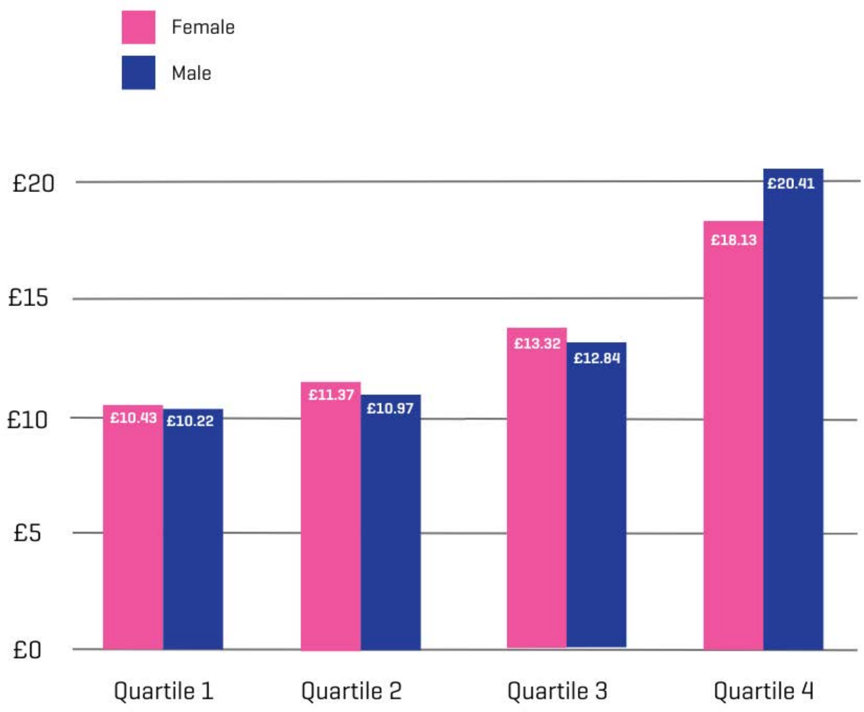
Pay quartiles

The table below shows the proportion of males and females when divided into 4 groups, from lowest to highest earning within the organisation as of 5 April 2022. The difference is how much higher males are paid in the quartile relative to females.

	Female No %	Male No %	% Difference in Pay (in relation to Males)
Quartile 1 (lowest) e.g. Apprentice, Sessional, Assistant Support Worker, Support Worker	70.42%	29.58%	-2.14%
Quartile 2 e.g. Support Worker, Coordinator; Specialist Worker/ Practitioner	70.42%	29.58%	-3.65%
Quartile 3 e.g. Coordinator, Team Leader	70.42%	29.58%	-3.73%
Quartile 4 (highest) e.g. Service Manager, Project Manager, Director, Executive Director, CEO	70.42%	29.58%	+11.20%

Total: 2.18%

The table below shows the actual pay values for each of the 4 quartiles



The data aligns with the overall proportion of males and females working within the organisation as of 5 April 2022 (70.42% female and 29.58% male), interestingly demonstrating the same gender profile across all quartiles.

A job evaluation exercise carried out during 20/21 has created a solid foundation towards pay equity whereby pay structures have been standardised for all jobs. This, alongside investment in development, and an inclusive approach to promotion, sees closing of the pay gap towards gender equity.

Quartiles 1 and 2 are largely consistent with the previous reporting period, quartile 3 is more favourable and sees females occupying higher paid roles than males at this level, whilst quartile 4 shows a deteriorating position on previous reporting. Upon review, females are paid higher than males in quartiles 1 and 2, i.e. £0.21 and £0.40 respectively, a marginal shift from the previous reporting period (females were paid £0.35 higher than males in quartile 1, and £0.38 higher than males in quartile 2). This continues the improving trajectory over time with a gradual move of females into higher paid roles as opposed to previous reporting whereby females tended to occupy the lowest paid roles.

Within quartile 3, this year's reporting sees a reversal of the previous position whereby males were paid £0.27 higher than females. This year, females are paid £0.48 higher than men. Again, this can be explained by the fact there is an improved gender parity across all of the pay quartiles in comparison with previous years' reporting.

When reviewing quartile 4, males continue to experience a larger difference in hourly pay than females (6.8% increase this reporting period on 20/21 data). Personnel changes during this reporting period can account for the pay difference. In addition, there is a higher percentage of males continuing to occupy the most senior roles.

Office of National Statistics comparison

Office of National Statistics shows the care sector is amongst the occupation group which saw the greatest improvement with a decrease in the gender pay gap of 2.4% for 2022 compared with 2021. This is also reflective in the current trend for Changing Lives.

Other ONS data showed the 'largest fall since before the pandemic is among managers, directors, and senior officials, from 16.3% in 2019 to 10.6% in 2022, reflecting some signs of more women holding higher-paid managerial roles' (Office of National Statistics, ONS (2022) Gender Pay Gap in the UK: 2022. All reference to ONS data available at: Gender pay gap in the UK - Office for National Statistics (ons.gov.uk) (accessed on 3rd and 23rd March 2023). This is largely consistent with the trend in Changing Lives.

Conclusion

As an organisation, our gender pay gap remains low as of 5 April 2022. With a mean difference of 2.6% and a median of -1.8%, we are well below the U.K. average, i.e. 'mean being 5.45% and median 9.71% for 2022' (Department of International Trade (2022) DIT gender pay gap report 2021 to 2022. Available at: DIT gender pay gap report 2021 to 2022 - GOV.UK (www.gov.uk) (accessed on 14th and 23rd March 2023).

We continue with a workforce whereby 70.42% of our staff are female, consistent with our sector and industry, and whilst we report a low gender pay gap, we recognise that this is our starting point and work to understand what the data tells us to inform improvement activity.

During this year, we have worked with colleagues across the organisation to create our Equality, Diversity and Inclusion "Plan on a Page", providing a strong foundation to steer our journey. We hosted a series of focus groups to build on the conversations we have had so far around equality, diversity and inclusion (ED&I) and to affirm our responsibilities and commitments going forward. We explored what ED&I means to us as individuals and what it means for Changing Lives through the lens of the people who use our services and for our colleagues.

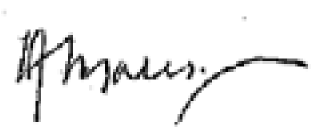
Through the workshops, we arrived at a shared purpose and identified key areas for improvement and action. Whilst our senior leadership team is responsible for setting the strategic direction, in support of the way we work, i.e. place-based, we passed responsibility for developing and progressing plans to local areas to ensure relevance and progress on things that are important to our services and people (people we support and the people who work with us).

We have also invested heavily over the past two years in creating comprehensive reporting tools across all of our operations to monitor business activity and progress. This has included the ability to record ED&I data in relation to people demographics, i.e. people who use our services and the people who work for us, and outcomes (specifically in relation to people who use our services). This has provided powerful insights which we are using to review our responsibilities as an employer to create the right work conditions for people to grow and flourish at work. Similarly, data from our operational activities is being used to review our service offering to ensure we are reaching those most in need of our services, and in the right way.

In the previous report (2020/21), we noted that males within pay quartiles 3 and 4 were being paid at a higher rate than females. This year we have reversed this trend within quartile 3, in part due to our investment in leadership development over the past year which has supported females to achieve career progression. However, this year we will continue our efforts to achieve gender parity across all of our pay quartiles.

We will continue to monitor progress and identify areas for improvement over the next 12 months towards delivery of inclusive services and inclusive workspaces. At the same time we will continue to seek out the views of those we support and those who work with us in our efforts towards gender pay equality.

Signed by:



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