

GENDER AND ETHNICITY PAY GAP REPORT 2020

This is CLIC Sargent's Gender Pay Gap and Ethnicity Pay Gap report for the snapshot date of 5 April 2020

Our approach to pay

We are confident that CLIC Sargent's approach to pay supports fair treatment and reward of staff irrespective of gender, ethnicity or any other protected characteristic. Our pay structures are clearly defined, with clear levels and job evaluation processes. This gives us assurance that our pay processes are objective and do not negatively impact anyone based on their personal characteristics.

Gender pay gap

Mean Gender Pay Gap: 11.6%

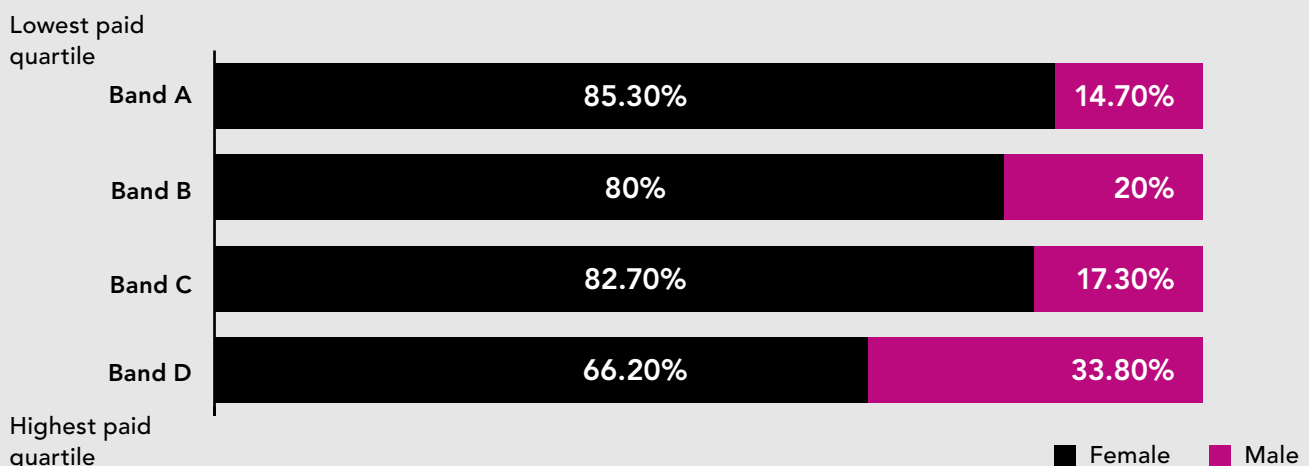
% difference in the average salary within the organisation for each gender

Median Gender Pay Gap: 5.7%

% difference in the middle salary point within the organisation for each gender

There are no bonuses paid at CLIC Sargent, so the median and mean gender bonus pay gap is 0%.

Gender distribution across pay quartiles



Factors affecting our gender pay gap

Our gender pay gap has increased from last year, due to some small changes in our gender distribution at the highest and lowest quartiles. The distribution for the top three quartiles sits just above our overall organisational gender ratio of approximately 4:1 female to male.

The key factor affecting our pay gap report remains the distribution of genders across the different levels. For employees within the lower quartile the distribution of females to males is higher when compared to the other pay quartiles. There is also a slightly higher percentage of male employees above the upper quartile than at the middle bands. Both of these factors have seen an increase since 2018. Last year's full figures for comparison can be found in our 2018 report.

Our lower paid roles

This basically means we have more female employees in our lower paid roles. These roles are in areas such as our shops and our Homes from Home.

Many of these roles are part time – often across the UK the candidate pool for part-time roles (which in general are often relatively lower paid) is of a higher female proportion.

We have looked at our recruitment data for these roles to see if the high proportion of females is due to males not applying for these roles, or not being appointed. Whilst numbers of applications tend to be small overall, the number of male applicants being appointed to these roles is disproportionate to the number applying and being interviewed. We've committed to look into this further.

Career progression

Between April 2018 and April 2019 our male proportion of internal promotions rose slightly to 25%. Whilst still within 5% of our overall gender ratios, this increase may also have had a small impact on our gender pay gap.

In 2019-20, we ran two new leadership and management development programmes (Steps to Success: Lead and Manage). 55 staff accessed development through these programmes with a ratio of 69% female attendees and 31% male.

Our commitments

Recruitment practices: Based on the recruitment data for our lower paid roles, there is a potential disconnect between the ratio of male applicants to males being appointed. We will investigate this area further to ensure our recruitment practices and management capability are robust and are not impacted by unconscious bias.

Career progression: We will continue to monitor internal promotions and access to career development so that we ensure equity of opportunity for all our staff.

Our flexible working practices: in our 2019 staff survey, 78% of staff agreed they are happy with the flexible working practices at CS. We have produced clearer policies and guidance around this area in the past year. We will build on this through continued management development aimed to improve confidence in day to day people management, so that we can be confident that flexible working is not a barrier to promotion and career development.

Ethnicity pay gap

Mean Ethnicity Pay Gap: 2.8%

% difference in the average salary within the organisation for each ethnicity

Median Ethnicity Pay Gap: 0.2%

% difference in the middle salary point within the organisation for each ethnicity

There are no bonuses paid at CLIC Sargent, so the median and mean ethnicity bonus pay gap is 0%.

Asian

Mean Pay Gap: 4.8%

Median Pay Gap: -0.6%

Black

Mean Pay Gap: 4.9%

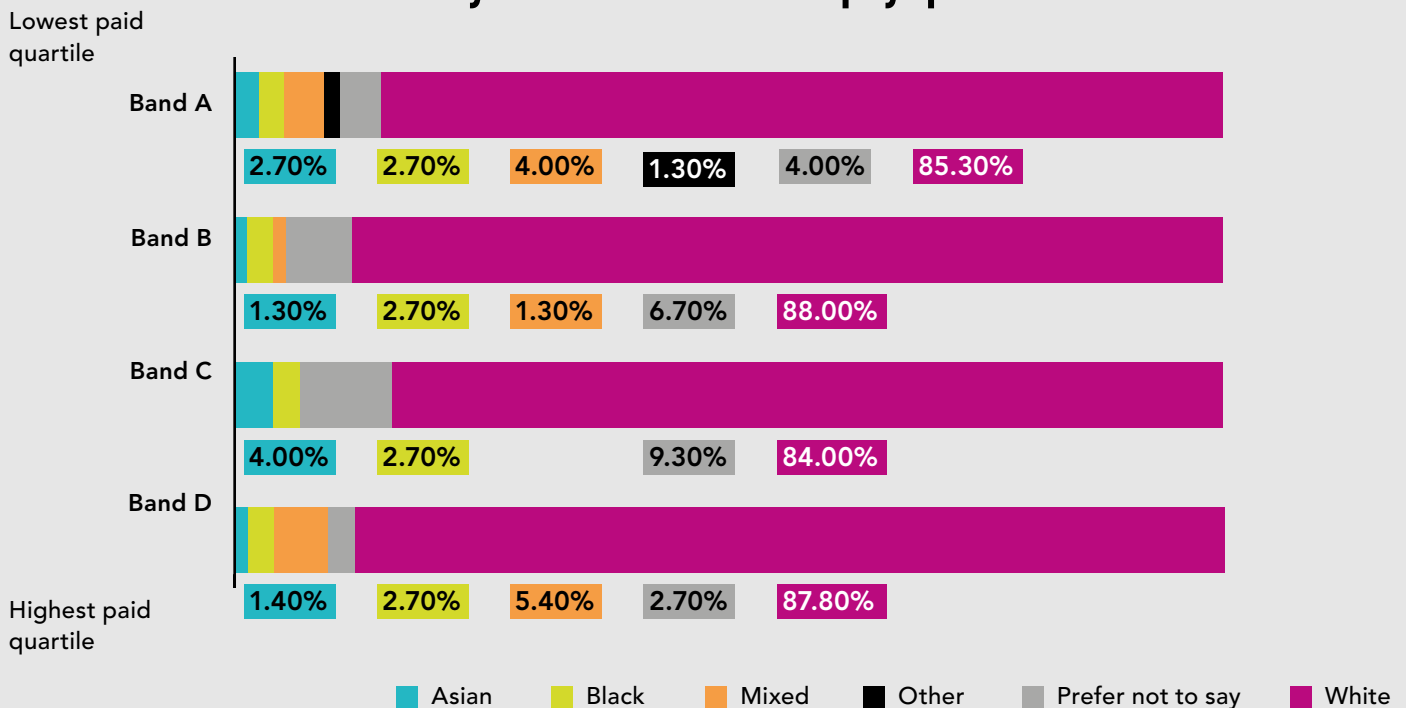
Median Pay Gap: -2.7%

Mixed

Mean Pay Gap: -4.6%

Median Pay Gap: -10.0%

Ethnicity distribution across pay quartiles



Our ethnicity pay gap is 0.28% in favour of BAME staff. In April 2019, 8.9% of our staff identified as BAME.

A contributing factor to this minimal pay gap is that the distribution of ethnicity is very similar across the pay quartiles, with less than 3% difference in BAME representation between all of them.

Our commitments

Diversity & Inclusion: our 2020-25 strategy: One of the four key strategic objectives in our People Strategic Plan for 2020-2025 is to create a more inclusive place to work, and a more diverse workforce. We will start defining specific targets to deliver on this in 2020-21. As a result of the work that goes ahead, we hope that one of the positive impacts will be that the population of staff who identify as BAME will gradually increase. Monitoring our ethnicity pay gap will be one way to enable us to ensure that these increases are happening at all levels of the organisation.

Career progression: between April 2018 and April 2019, 5% of internal promotions were staff who identify as BAME and 90% were staff who identify as white, which is disproportionate to our organisational ethnicity ratios. Actions to address this will be considered when identifying plans and targets for workforce diversity going forwards.

Our commitment to our people: in our 2019 staff survey, 70% of staff agreed that diversity is valued at this charity. With the work set out in our 2020-25 strategy we will make our commitments and actions clear and work with staff to see how we can make our organisation feel truly inclusive.