



Rima*, 13 raises her hand at her school in Bethlehem. Photographer – Jonathan Hyams/Save the Children

Gender Pay Gap Report 2020

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Introduction

Narrowing our gender pay gap is a key objective of Save the Children's Diversity and Inclusion (D&I) Strategy. If we are going to make inclusion a reality, we must make sure that we have fair and equal pay systems in place, and that we eradicate any form of pay discrimination.

We have been focusing on our pay structures to better understand why we have gender pay gaps. For example, in developing this report we have looked in more detail at how we award starting salaries. As some research suggests that women tend to negotiate lower starting salaries than men, we now provide the salary range in the job advert for all roles. We have also started making jobs more accessible to all by offering flexibility through job share, part-time options, and flexible working patterns, and by using more inclusive language in our job descriptions.

We are aware that we need to look deeper into the more pronounced gaps and explore why they exist. We are also looking at our pay gaps through an intersectional lens, so that we address both ethnic and gender pay gaps at the same time. To support all of this, we have set up an equal pay working group, which will be chaired by our Executive Director of People.

We recognise we have work to do, but we take this seriously and are endeavouring to eradicate these gaps.

The difference between the gender pay gap and equal pay gap

The gender pay gap is not the same as gender-based pay inequality (or 'equal pay').

The gender pay gap is the difference in pay, on average, between men and women in the same organisation regardless of the work being performed.

Gender-based pay inequality (equal pay) is the difference in pay between women and men doing the same or equivalent work.

We review our pay to ensure our staff are paid equally for similar work.

Our gender pay gap in 2020

Snapshot data on our gender pay gap in this report was gathered on 5 April 2020, as required by law.

Our gender pay gap – both mean and median – marginally increased in 2020 compared to the last report in 2019 (see table below). This is influenced by the gender make-up of our organisation on the specific date of reporting (see Figure 1), and therefore can fluctuate throughout the year.

Gender pay gap	2020	2019	2018	2017
Mean (average)	9.05%	8.34%	10.94%	14.23%
Median (middle)	5.88%	4.60%	8.73%	8.25%

Proportion of women and men at Save the Children

72% women

27% men



There is a difference of 1% due to decimal rounding and includes those who do not wish to define as male or female.



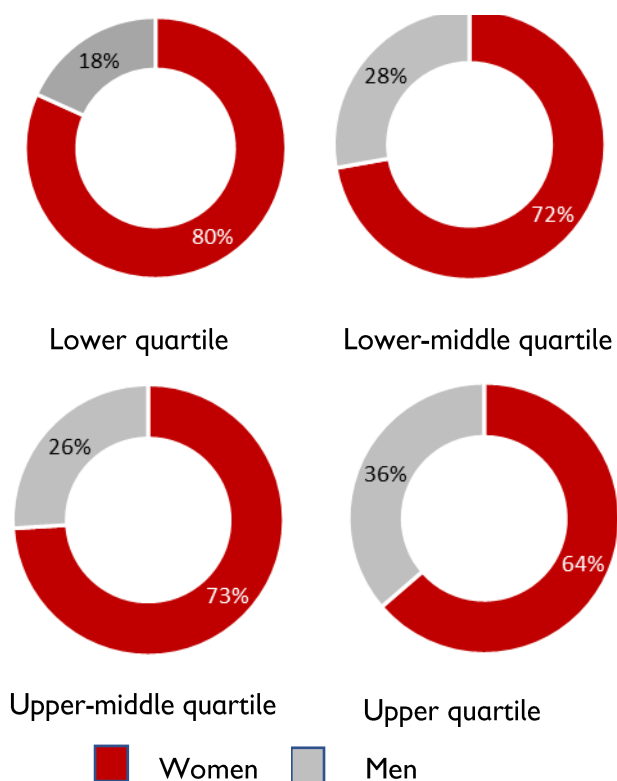
Taslima at her community school in Bethlehem. Photographer – Tom Merilon/Save the Children

What our Gender Pay Gap data tells us

Pay quartiles: There has been a small percentage change in every pay quartile in this data year (see figure 2). The percentage of women at our lower and lower-middle quartiles has increased, and at our upper quartile, has decreased.

We have seen a 3 percentage-point increase in the number of women in our upper-middle quartile due to improvements made to our internal and external recruitment processes, which have had a positive impact on gender equality in our starting salaries. The number of women in the upper quartile decreased by one percentage-point, which was impacted by changes in our team structures in early 2020.

Figure 2 – Our gender pay quartiles



Pay gap: Although the gap had increased in 2020 from the previous year, indications from our interim reporting tell us that the gap has reduced again in 2021.

Our most significant gap is across our executive directors, as can be seen in figure 3. This is partly explained by the fact that our CEO is male. If the same position was held by a female at the same pay rate, our overall mean would decrease to 7.8%.

We have low numbers of employees at our highest grades, grades A and B so the gap at these grades can be impacted by just one or two people leaving or joining the cohort

Impact of changes to our pay and grading: We changed our pay and grading system in July 2019. 2020 saw the first review of the impact of this change on our gender pay gap. Figure 3 shows pay according to our grading system. This includes our London-based shop staff, identified in grade GL; our national shops are staffed by all-female shop managers and therefore do not show on the graph as there is no gap.

Our overall gender pay gap figures also include staff located overseas and paid through UK payroll systems on an international grading system. However, the numbers are too small to reflect in the chart below without identifying individuals.

Our previous pay and grading system had a broad, five-band pay structure, which was replaced with the narrower eight-band structure shown in the chart.

Our largest cohort is at Grade D, where we have an overall 3% gap, partly associated with the changes we made to our pay and grading system. Within Grade D, we found that a number of specialised roles, largely in technology, were on salary levels that go above our revised Grade D range. These particular salaries are driving up the mean gap by 1.2 percentage points at this grade, as the post-holders are predominantly male. The salaries are protected for three years; a review will take place in late 2021 to address the impact of these pay-protected roles on both our grading structure and overall pay gap.

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70% of our technology team in Grade D is male, which is typical of the overall market, although we are increasing the number of female hires over time – 60% of new hires into our technology team in 2020/21 were female. Typical pay in the technology sector is higher than our grade ranges allow, which contributes to our gender pay gap, as it means grade D roles in our technology team are generally paid at levels above other roles at the same grade that have a high proportion of female post-holders, such as technical advisers, programme managers or other specialist partners.

Seniority and links to age: Our data shows that the widest gaps appear in the more senior grades. There is also some correlation between our gender pay gap and the age of our staff – the gap increases to over 30% for employees over 55. Most of our staff fall into the 25–44 age bracket. However, many of our highest paid staff are also in the highest age brackets. This is associated with the tendency of pay to increase with age.

Figure 3 - Mean Gender Pay Gap by Grade 2020

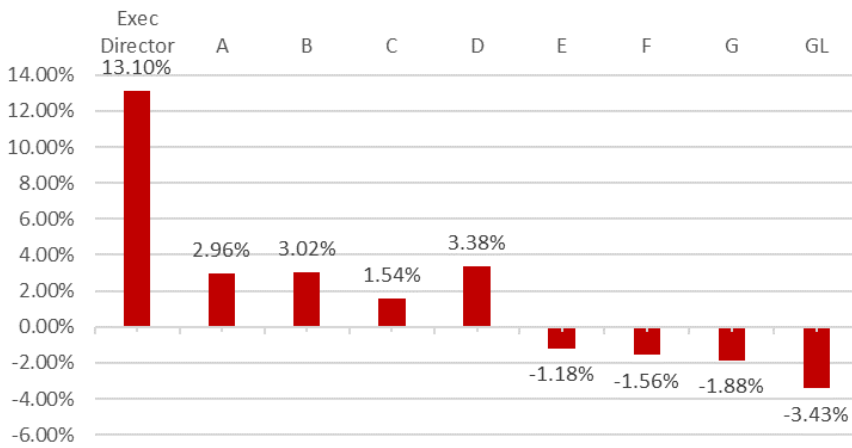
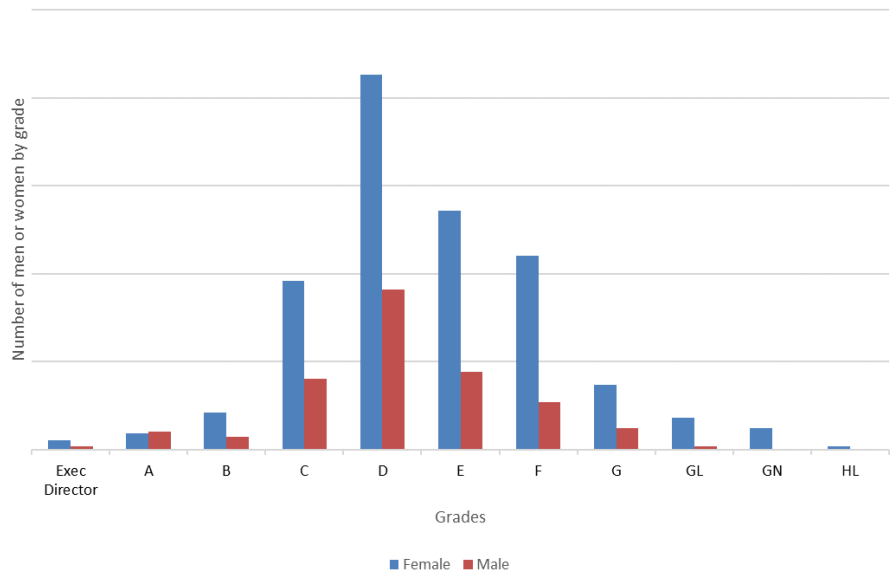


Figure 4 - Gender split by grade Apr 20



What we are doing to reduce our gender pay gap

Inclusion, equality, and diversity: Our move to a new pay structure has allowed for greater transparency and visibility of our gender pay disparities, helping us better understand our data and identify the more detailed work we can now do to reduce our gender pay gap in specific grade or sector hotspots.

Inclusive recruitment practices:

We are working towards more inclusive recruitment practices – both to improve our gender pay gap, and to reflect our wider commitments to diversity, equality and inclusion. We’re making changes in the following areas:

Candidate attraction: We are making sure that our jobs are written in gender-neutral languages such as using the pronouns he and (s)he and instead of using “they” pronouns or writing in the second person. Our recruitment system has a gender decoder tool which provides a basic level of analysis, but we will be looking into tools such as Textio which provides a deeper level of analysis into hidden gender bias across all of our hiring documentation.

We are redesigning our job profiles to only list ‘essential requirements’, to help address the [‘gender confidence gap’](#).

We are revamping our entire careers page to feature people of diverse origins and backgrounds, including an equal display of men and women.

We are using a wider range of job boards and networks to ensure that our job adverts are seen by a diverse audience. We have also committed to [#ShowTheSalary](#) range for every role we post.

CV shortlisting: We are trialling the use of anonymous CVs for all our vacancies to reduce the potential for bias and discrimination; this means removing all personally identifiable information, such as name, age, gender, education dates, names of education institutions and hobbies.

Candidate assessment: We’ve put in place a standard hiring process for everyone to follow, to reduce any favouritism or conscious/unconscious bias. In addition, hiring managers must decide on a single set of questions to be asked at each interview stage, so each candidate is assessed against the same set of criteria. A standard, automated system for assessing candidates will also be developed. Periodically we will be reviewing and correlating these scores against diversity status to identify whether selection panels are unconsciously biasing the scores they give candidates. Training will be developed to support selection panels in this area.

We are an inclusive recruiter

We hire based on an individual candidate’s merit, ensuring that our hiring processes are free from bias and discrimination.

We aim to recruit from a diverse pool of candidates and truly support the creativity, innovation and varied skills candidates from diverse backgrounds bring to our organisation. By increasing representation of underrepresented groups, particularly in our senior roles, we should see an impact on our equal pay gaps.



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Our culture: In addition to our inclusive recruitment practices, we are building an internal environment where all our people feel supported throughout their time with us.

We want our colleagues to feel empowered to balance their professional and personal commitments while delivering impact for children around the world, so we promote a range of family-friendly and flexible working policies, including offering fully paid furlough and divisional 'switch-off days' during the COVID-19 pandemic. In 2020, we temporarily increased our special leave policy to 30 days' paid leave to ensure that our people felt supported in managing their responsibilities. We continue to encourage informal and shorter-term flexible working practices that allow our people to maintain their work-life balance.

We also offer our working parents and carers wellbeing sessions, through our dedicated Wellbeing team. The team delivers an inspiring and innovative service, engaging employees in thought-provoking and fun initiatives to champion the importance of mental and physical health.

Our people have shared extraordinarily brave and candid blogs on our intranet about their personal experiences, encouraging open and honest conversations across the organisation about managing our wellbeing. With the help of our employee assistance programme and mental health first aiders, we are committed to ensuring all our colleagues can prioritise their wellbeing.

Career development: Development opportunities are open to everyone at Save the Children UK. They are an integral part of our performance management cycle, involving conversations with people managers to identify learning needs and career aspirations. We provide coaching, apprenticeships, opportunities to attend formal courses and in-house workshops, job shadowing, and mentoring.

In 2020, 26 out of 31 participants taking part in our pro bono coaching offer for people at Grade C or above were female; as were 14 out of 17 at Grades D and lower, who received formal coaching internally. Of our MBA-level apprenticeship participants, six out of eight have been women.

In 2020 we launched our Workplace Behaviours Framework, to provide a safe, inclusive environment for all. In 2021, we have begun to reinforce this culture

through our ambitious People Manager Development Programme, to support individual development conversations. Further support to promote career development is being discussed and planned.

We have just launched a mentoring development programme, Breaking Barriers, open to staff from underrepresented groups. It will support colleagues by reverse mentoring, offering sponsorship, and working with line managers to identify unfair practices. We are also expanding our mentoring and internal coaching networks in 2021 to increase the number of dedicated career conversations available to staff.



Save the Children supporter, Jada at a Save the Children workshop.
Photographer - Yagazie Emezie for Save the Children

Closing statement

We remain committed to being transparent in our approach to setting pay and reward. Our approach to pay and how it is determined is published internally in our pay policy. Our principles are to pay our staff a fair salary that is competitive within the charity sector, proportionate to the complexity of each role, and commensurate with their responsibilities, in line with our charitable objectives.

This statement is made pursuant to The Equality Act 2010, Gender Pay Gap Information Regulations 2017 and constitutes our Gender Pay Gap statement as at 5 April 2021.

Kevin Watkins, CEO

For and on behalf of the Save the Children Fund

25th May 2021



Save the Children