



DIVERSITY AND INCLUSION

REPORT 2021–22



**Save the
Children**

Contents

Reflecting the communities we support	3
Foreword by Gwen Hines, CEO	
“We must all play our part”	4
Ammara Khan, Director of Diversity and Inclusion	
Our approach to diversity and inclusion	5
Our data	5
How we work	6
Diversity and Inclusion representatives	6
Inclusive leadership	6
‘Free to Be Me’: Charting progress against our diversity and inclusion strategy	7
Pillar 1: Building an inclusive and equitable workplace	7
Pillar 2: Tackling under-representation of marginalised groups	7
Pillar 3: Decolonising development and the way we work	8
Diversity and inclusion in practice	10
Gender and ethnicity pay gaps	10
The way forward	12
Appendix 1: The data	13
Gender, ethnicity and age	13
Appendix 2: Recruitment	16
Appendix 3: Pay grades	18
Seniority and links to age	19

Front cover photo: Mural on the theme of ‘together’ at a children’s community centre in Smallshaw-Hurst neighbourhood in Manchester. Created by a local artist, the mural was inspired by an art workshop with children at the centre.

Our Children’s Communities networks bring together local service providers and local communities to make sure services meet the needs of children across all aspects of their lives and all stages of their development.

(Photo: Percy Dean/Save the Children)

Published by
Save the Children
1 St John’s Lane
London EC1M 4AR
UK

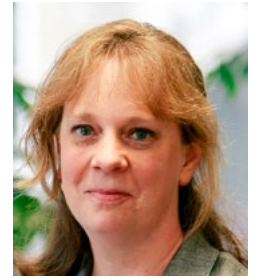
+44 (0)20 7012 6400
savethechildren.org.uk

First published 2022

© The Save the Children Fund 2022

Reflecting the communities we support

Foreword by Gwen Hines, CEO



To do the best job we can for children, we need to ensure that Save the Children is a fair, inclusive, ambitious organisation where everyone can thrive and fulfil their potential.

We published our Diversity and Inclusion strategy, Free to Be Me, in 2020 and in the same year an anti-racist statement of solidarity. We have made a start on the path they set out but, although we have made some progress, we have a long way to go to reflect the communities we support.

We now have a three-year strategy, Let's Make Better Possible, that sets out our priorities for 2022-24. Integral to this is an accessible workplace culture that empowers us to drive change for the most marginalised and vulnerable children. We want to create an anti-racist organisation that is diverse in its people and thinking at all levels, including our senior leadership.

In doing so, we aim to empower communities, innovate, set global standards and disrupt inequality wherever we see it.

A handwritten signature in black ink that reads "Gwen Hines". The signature is written in a cursive, flowing style.

Gwen Hines

Chief Executive, Save the Children UK

“We must all play our part”

Ammara Khan, Director of Diversity and Inclusion

Since November 2020 we have been working on bringing to life the commitments set out in our ambitious Diversity and Inclusion strategy. They fall under three main headings where we want to see transformational change:

- Building an inclusive and equitable workplace
- Tackling under-representation of marginalised groups
- Decolonising development.

Creating a truly inclusive organisation is not an easy task. Our pay gaps are just one indication that we have much to do, and we need better data to identify urgent solutions where they are most needed.

Our Diversity and Inclusion team has been in place for nearly a year and has been working collaboratively with staff equality networks and colleagues from across all functions to make our ambitions a reality. However, significant progress will occur only if we collectively take responsibility, and all play our part in making this a truly equitable organisation capable of achieving momentous impact for children.

Our approach to diversity and inclusion

This is our first annual Diversity and Inclusion report. At Save the Children UK, we know that diversity has many benefits in our work to help children survive, learn and thrive. People with different experiences of life can bring fresh thinking and inspire new approaches. That's why we want to place diversity and inclusion at the heart of everything we do and put its principles into practice

This will take time, but we are committed to embedding diversity and inclusion in all our work.

Our data

We have good data on ethnicity, gender and age but not on disability, on trans status or sexual orientation, or on religion or belief/non-belief. We aim to have higher completion rates in those areas by the end of 2022. Better data will give us the baseline we need to track any patterns or trends, set targets and develop fairer policies, processes and practices. Data tables can be found in Appendix 1 of this report.

Women make up 73% of our staff – compared with 71% a year ago – and men just 27%. We are making good progress in increasing the number of women in senior management roles.

In January 2022, 20.4% of our staff identified as Black, Asian and Minority Ethnic (BAME), a slight increase on 19% a year earlier. Our numbers are slightly higher than those of other development sector organisations but well below London's BAME population of around 40%.

However, diversity and inclusion are not just about numbers. We want our BAME staff to feel that they belong, are valued and have the same opportunities to progress as their White counterparts. We need to eradicate any bias that might stand in their way. Overall, we have seen an increase of BAME staff in most grades, including the most senior levels of executive director and grades A, B and C. While this increase is positive, it is still proportionally lower among senior grades than the overall BAME staff population, though BAME staff at executive director level stands at 25% – higher than the proportion of BAME staff among the whole staff population.

We will continue to collect and interrogate our data to ensure we detect any patterns and trends that may be detrimental to an inclusive and fair organisation. In 2022 we have started to share and discuss diversity data at our executive leadership meetings and with our senior leadership teams. Detailed diversity data can be found in Appendix 1.

How we work

A Diversity and Inclusion Strategic Implementation Group has been formed to track improvements in 28 actions set out in our Diversity and Inclusion strategy.

This group meets every two months and is chaired by our CEO, Gwen Hines, who leads on all the three pillars set out in the strategy:

- 1 Building an inclusive and equitable workplace
- 2 Tackling underrepresentation of marginalised groups in the workplace
- 3 Decolonising development and the way we work.

The Diversity and Inclusion team supports and advises colleagues across the organisation to deliver on our action plan.

Diversity and Inclusion representatives

In the last year, a passionate network of 30 diversity and inclusion representatives – ‘D&I reps’ – has initiated training, organised events and carried out research on how to create a more inclusive culture in our organisation. They support projects pertinent to their department or team.

We also have five staff equality networks, which provide expertise, insights and intersectional engagement:

- Black, Asian and Minority Ethnic (BAME) Network
- Disability Equality Network
- Gender Equality Network
- LGBT+ Allies Network
- Parents and Carers Network

Our staff networks are awarded £2,500 each year for activities and each one is sponsored by a member of the Executive Leadership Team.

Inclusive leadership

Managers are encouraged to attend a Diversity and Inclusion Education Programme, with training and workshops that explore privilege, microaggressions, allyship and more.

We are currently delivering ‘talk and transform’ training for all our leaders with the aim of building a climate of mutual trust and respect and ensuring that all staff feel valued, supported, and able to be themselves at work. The training has been developed for those in senior leadership roles to model anti-racist behaviour and create safe spaces to discuss and champion anti-racism in our organisation.

‘Free to Be Me’: Charting progress against our diversity and inclusion strategy

Pillar 1: Building an inclusive and equitable workplace

The resurgence of the Black Lives Matter movement in spring 2020 sharpened Save the Children UK’s focus on addressing racial inequality. We have:

- produced an anti-racism [statement of solidarity](#) and provided regular updates on our progress
- arranged three virtual panel discussions in October 2021 to mark Black History Month
- launched a Youth Advisory Board on which most members are young people of colour.

We achieved the following:

- We asked every member of staff to set a personal objective on diversity and inclusion. Some focused on learning, while others committed to more visible leadership.
- We launched a mandatory People Manager Development Programme, *Evolve*, on which line managers reflect on their own biases and practices.
- We launched a mentoring programme, *Breaking Barriers*, which focuses on under-represented colleagues. This programme offers mentees sponsorship and development and creates opportunities for reverse mentoring so that senior leaders can learn from the experiences of colleagues from marginalised groups. This is now in its second year.
- We set up a bespoke page on our website, where visitors can now see a clear commitment to and link to the work we have been doing.

Pillar 2: Tackling under-representation of marginalised groups

We want to be reflective of the communities we work with and for in the UK. Under Pillar 2 of our diversity and inclusion strategy, we have:

- begun reviewing our policies to make sure they are bias-free and reflect best practice
- introduced a checklist to help review the salaries offered to new starters to make sure we do not perpetuate gender and ethnicity pay gaps
- set up an equal pay working group, which meets monthly, and introduced a pay review where ethnicity and gender pay gaps are prioritised
- begun work to improve the quality of our demographic data

- looked at several ways of measuring the development of our inclusive culture. Our employee engagement survey 2020 told us:
 - 69% of staff said Save the Children UK is creating an inclusive and fair culture in which everyone can contribute their best
 - 81% said, 'I feel comfortable and safe and can be me at work'
 - 63% said, 'I have confidence in Save the Children UK's commitments in becoming an anti-racist organisation'.
- worked through the Disability Confident framework to provide a more inclusive recruitment process to encourage more disabled people to apply for jobs
- submitted an application to Stonewall for the Workplace Equality Index and received advice on how to become more LGBT+ inclusive
- reviewed our internal secondment process to make sure it is transparent and fair
- started working towards achieving a more accessible and inclusive recruitment process. We decided to provide interview questions in advance and encouraged hiring managers to make recruitment panels diverse
- introduced a bank of questions on equality, diversity and inclusion to be used in every interview
- developed a diversity data pack that is being delivered and discussed with the Board of Trustees, Executive Leadership team and other key stakeholders.

Pillar 3: Decolonising development and the way we work

We want to act with ambition, tempered by humility and deep reflection, to correct imbalances of power that are associated with colonial history. Under Pillar 3 of our diversity and inclusion strategy we have:

- updated an inclusive language glossary that was launched in 2020, providing staff with guidance on how to avoid language that perpetuates 'white saviourism'
- published a study of localisation and decolonisation practices at Save the Children UK
- identified shifting power to local partners, communities and children as a key enabler of success in our 2022-24 strategy
- participated in the Pledge for Change, a coalition of international non-governmental organisations developing proposals for decolonisation
- contributed £1 million a year to strengthen expertise in Save the Children's country offices
- updated our donation acceptance policy to include diversity, equality and inclusion issues

- listened to children and provided a platform for their opinions and perspectives to shape our advocacy, campaigns and programmes. We:
 - recruited ten 12-17-year-olds onto our new [Youth Advisory Board](#), and involved them in fundraising, campaigning and communications
 - consulted more than 400 children aged 4-11 across the UK about their vision for what childhood will be like in 20 years' time through our [Future of Childhood project](#). Children participated through arts and writing activities in schools and community groups. The resulting report shared children's aspirations in their own words, alongside those of professionals and practitioners involved in youth work.
- started to look at our use of imagery in our communications, removing images that perpetuate white saviourism by depicting White people as liberating, rescuing or uplifting people of colour and developed guidelines on [ethical storytelling and representation in our communications](#)
- strengthened our work with talent in the Global South, commissioning more national photographers and film-makers to tell children's stories
- learned more about who supports us in order to diversify our supporter base, also learned more about the diversity that already exists among our supporters.

Diversity and inclusion in practice

We know that we have not got everything right yet. But we will keep trying, learning and reflecting until we do. And we will continue to review our progress and ask for feedback from our colleagues, staff networks and diversity and inclusion reps.

Below are some quotes from participants in our diversity and inclusion education programme and Breaking Barriers mentoring development programme.

“I gained a better understanding of the significance of language, Save the Children’s place in history, the impact of racism and the path to anti-racism. It was really helpful to speak to colleagues in different teams, who raised discussions concerning Save the Children UK that I wouldn’t have thought of. For instance, the structure of our member/country offices, our working from overseas policy, donor visits, our patron, how we publish our commitments. It encouraged me to confront my own ignorance and fear whilst inspiring me to continue growing.”

“There is so much to learn about a complex area and how it affects people. This session has been a great start on my journey to learn more about LGBTQ+ and how to ensure I am being inclusive.”

“It gave me a greater understanding of what power and privilege are, how they operate and the connection between their individual and structural elements.”

Participants on our diversity and inclusion education programme

“I feel like I am not alone in the process, and it helped me reflect on my feelings of inferiority due to me being from a BAME background. I constantly questioned myself. It was unnecessary and I feel I belong more to Save the Children UK. I am more confident in my decisions and experience and don’t question myself all the time.”

Participant on our Breaking Barriers mentoring programme

Gender and ethnicity pay gaps

The gender pay gap is the difference in pay, on average, between men and women in the same organisation regardless of the work they do. We use the same methodology to measure our ethnicity pay gap.

Our gender pay gap decreased in 2021, while our ethnicity pay gap increased. Both pay gaps are influenced by the proportion of women and BAME staff in our organisation, in particular, in our senior leadership teams, on the specific date of reporting. We review our data at a halfway point in the year to help us keep track of our performance. Some of the commentary below is linked to our performance since April 2021.

Our mean gender pay gap for 2021 is 7.61%, a fall of 1.44 percentage points since 2020. Our median gap is down by 0.88 of a percentage point to 5.00%. This shows good progress and we're seeing indications in 2022 that the gap will close even more.

Table 1. Our gender pay gap over five years

Gender pay gap	2021	2020	2019	2018	2017
Mean (average)	7.61%	9.05%	8.34%	10.94%	14.23%
Median (middle)	5.00%	5.88%	4.60%	8.73%	8.25%

We measure our ethnicity pay gap overall and across each individual ethnic group. The current figures are below:

Table 2. Our ethnicity pay gap

	2021 Mean	2020 Mean	Trend	2021 Median	2020 Median	Trend
Overall	3.50%	4.94%	▼	5.28%	2.11%	▲
Black	7.23%	8.53%	▼	7.23%	7.83%	▼
Asian	4.20%	5.64%	▼	2.20%	1.42%	▲
Mixed	-2.29%	-0.44%	▼	5.28%	1.19%	▲
Other	2.99%	-6.08%	▲	-5.02%	-8.88%	▲

Our mean ethnicity pay gap was 3.5% in 2021, a fall of 1.44 percentage points on the previous year. However, our median gap has increased from 2.11% to 5.28%. This is disappointing; we endeavour to close all our gaps. We have seen a small improvement in BAME representation, but attrition has affected the median figures.

Nevertheless, we are seeing good progress on mean gaps in each ethnic grouping and intersectionally. In 2020, we reported a pay gap of 23.6% for Black women compared with White men. By April 2021, this gap had come down to 18.6% and interim reporting indicates a further fall. We have also seen decreases in the pay gaps between White men and both Asian and mixed ethnic group women over the same time. These improvements follow action to ensure that all pay offers have independent oversight and a specific check for gender/ethnicity bias. There is more detail on this in the appendices.

The way forward

We will continue to work transparently and candidly on our diversity and inclusion journey and will produce an annual update so that internal and external stakeholders can see the work we are doing. The transformational change our organisation and programming require will take time, but we are committed to action not just words. We believe by getting this right we can achieve more change and impact for the children and communities we work with.

If you have any questions about the content of this report, please contact Ammara Khan, Director of Diversity and Inclusion.



Appendix 1: The data

Gender, ethnicity and age

Table 3. Grade by Gender

Grade	Female		Male		No data	
	2021	2022	2021	2022	2021	2022
Executive directors	66.7%	75.0%	33.3%	25.0%	0.0%	0.0%
A	44.4%	58.8%	55.6%	41.2%	0.0%	0.0%
B	78.1%	73.5%	21.9%	26.5%	0.0%	0.0%
C	75.2%	71.8%	24.8%	27.0%	0.0%	1.2%
D	66.4%	67.3%	32.7%	32.1%	0.9%	0.6%
E	75.5%	79.7%	23.9%	18.6%	0.6%	1.7%
F	78.3%	65.3%	20.0%	29.5%	1.7%	5.3%
G	82.6%	80.3%	15.9%	17.1%	1.4%	2.6%
H	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%
International	51.9%	33.3%	48.1%	66.7%	0.0%	0.0%
Blanks and old grades	33.3%	25.0%	66.7%	0.0%	0.0%	75.0%

Save the Children UK is a predominantly female organisation. The analysis above (Table 3) shows an increase of women executive directors in January 2022 from 66.7% to 75% and at grade A from 44.4% to 58.8%. In grades B and C the number of men has increased. Overall, however, we have increased the number of women in senior management.

There has been an increase in BAME staff at all grades except G in the past year (Table 4). Representation of BAME staff is 25% at director level but decreases at senior management Grades A and B. In grades D, E and F, the mid to junior grades, we see percentages that exceed the proportion of BAME staff across the organisation as a whole.

Table 4. Grade by ethnicity

Grade	White		BAME		Prefer not to say		No data	
	2021	2022	2021	2022	2021	2022	2021	2022
Director	83.3%	50.0%	16.7%	25.0%	0.0%	0.0%	0.0%	25.0%
A	88.9%	82.4%	5.6%	11.8%	0.0%	0.0%	5.6%	5.9%
B	81.3%	76.5%	12.5%	17.6%	3.1%	2.9%	3.1%	2.9%
C	79.1%	76.7%	17.0%	17.2%	0.0%	1.2%	3.9%	4.9%
D	75.5%	70.7%	18.2%	21.5%	0.6%	1.2%	5.7%	6.5%
E	74.2%	62.8%	20.2%	25.6%	0.6%	0.6%	4.9%	11.0%
F	73.3%	71.6%	19.2%	20.0%	0.0%	0.0%	7.5%	8.4%
G	75.4%	69.7%	17.4%	15.8%	0.0%	1.3%	7.2%	13.2%
H	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
International	22.7%	0.0%	68.2%	100.0%	9.1%	0.0%	0.0%	0.0%
Blanks and old grades	12.5%	11.1%	0.0%	0.0%	0.0%	0.0%	87.5%	88.9%

When broken down by specific ethnic groups we can start to explore the different experiences of specific minority groups.

Table 5. Specific ethnic minority groups by grades A and B

Grades A and B	2021	2022
White	84%	78%
Asian	2%	4%
Black	2%	6%
Mixed	6%	6%
Not stated	6%	6%
Numbers	50	51

From the table above we can see a decrease in staff from White backgrounds and increases in grades A and B in both the Asian (2 percentage point increase) and Black (4 percentage point increase) groups. It is important to note that most staff from Black, Asian and minority backgrounds in grades A and B are in grade B. Grade A, with a small overall number of staff, has very low representation of BAME staff.

Table 6. Specific ethnic group by grade C

Grade C	2021	2022
White	79%	77%
Asian	7%	8%
Black	3%	4%
Mixed	6%	4%
Not Stated	4%	6%
Other	1%	1%
Numbers	153	163

From Table 6 we see a decrease in Grade C in staff from White backgrounds of 2 percentage points and an increase in both Asian (1 percentage point) and Black (1 percentage point) staff since 2021.

For Asian and Black staff groups, there is an upward trend in both grades B and C, with the most significant increase in Grade B (Table 4). While this is positive, these increases are still not proportionate with our overall Black, Asian and minority ethnic staff population, which in 2022 stands at 20.4%. Nevertheless, we are moving in the right direction.

In order to ensure that BAME colleagues prosper and progress at the same rate as their non-BAME counterparts, we must do more work to ensure that there is fair progression in our organisation and eradicate any structural barriers that colleagues from groups that have been marginalised come up against.

Table 7. Staff by age group

Age	2021	2022
Under 20	0.0%	0.0%
20-29	13.7%	12.4%
30-39	45.7%	45.5%
40-49	24.6%	25.3%
Over 50	15.4%	16.6%
No data	0.7%	0.1%

Our largest age group of staff is in the 30-39 bracket (Table 7). We do not employ any under 20s but have signed up to the government's Kickstart programme, which may serve as an entry point.

We are working with Save the Children International to ensure we can record further demographic data, such as socioeconomic background, carer status and refugee status. We are developing a campaign to ensure we gain higher completion rates on data for all the protected characteristic groups.

Appendix 2: Recruitment

We recognise we need to do more to ensure we have a diverse workforce at all levels of our organisation. We are striving to make our recruitment process fairer and our data more robust.

Table 8. Recruitment by ethnic group in 2021

	Applications by ethnic group	Shortlist success rate	Hiring success rate
White	48%	10%	23%
BAME	41%	8%	17%
Prefer not to say	4%	11%	20%
Blank data	7%	40%	46%

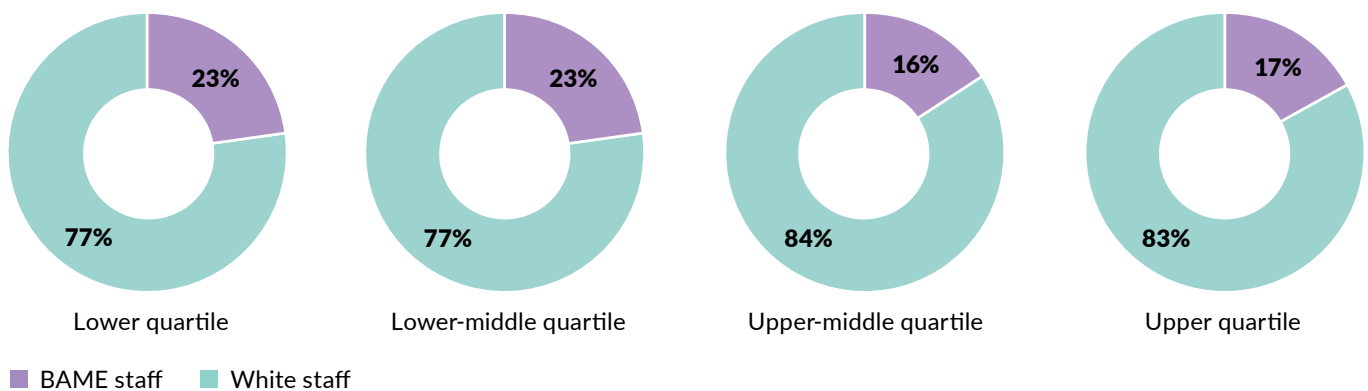
In 2021, for example, 41% of the applications we received were from candidates from Black, Asian and Minority Ethnic backgrounds in line with our local (London) population, where 40.2% of residents identified with the Asian, Black, Mixed or Other ethnic group. This is encouraging to see. However, BAME candidates have an 8% success rate at the shortlisting stage, compared with 10% of their White counterparts. The gap widens to a 6 percentage point difference at the hiring stage. We need to explore further what happens in our shortlisting and when we interview. We are currently working on an inclusive recruitment programme in order to design out any possible areas for bias.

Table 9. Recruitment by disability status in 2021

Disability status	Applications	Shortlist success rate	Hiring success rate
Disability	6%	8%	17%
Prefer not to say	0%	5%	0%
No disability	94%	12%	27%

6% of our 2021 applications were from candidates who declared a disability. There is much work to do to attract more disabled candidates; our inclusive recruitment process currently being developed will contribute to this.

Those with a disability had an 8% success rate in being shortlisted, compared with 12% of non-disabled candidates. The gap widens at the hiring stage – candidates with disabilities had a 17% success rate and non-disabled 27%. Further exploration is needed into our interview process and how we assess. We will focus on this as part of our inclusive resourcing work.

Figure 1. Breakdown of ethnicity pay gap

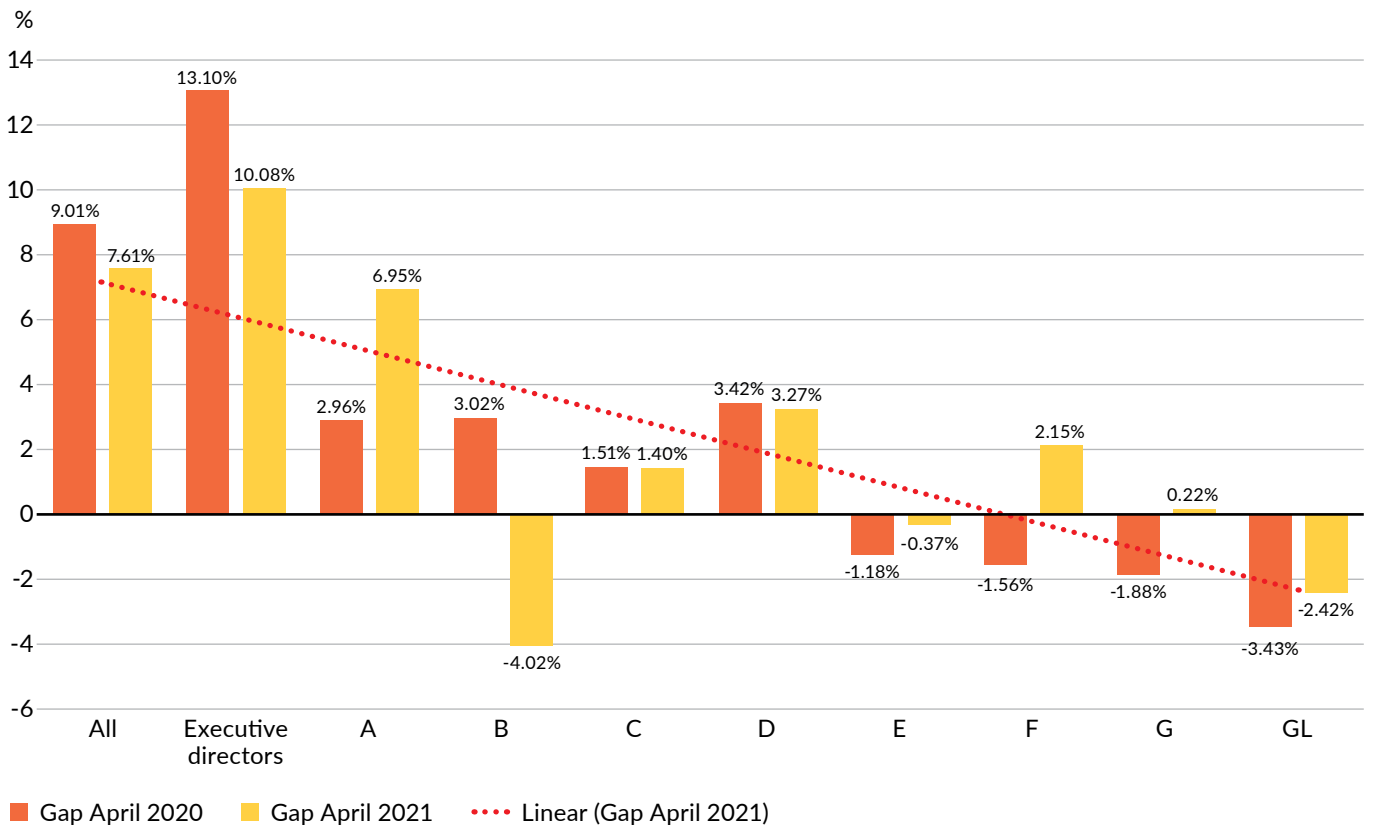
The quartile breakdown for our ethnicity pay gap shows that there are higher levels of BAME representation at the two lower quartiles of pay, although our representation is still low overall. This aligns with typical structures of BAME staff being in lower paid jobs. We recognise that certain ethnic minority groups have no representation within those upper quartile groups at the time of reporting, which we need to address. We are working through these issues in our equal pay group, and we recognise this isn't just about the pay that is being awarded but also about the way we promote internally, how we provide opportunities in a fair and transparent way, how we design job descriptions and how flexibly we offer roles. We are currently focusing on our end-to-end recruitment process, designing out bias and ensuring it is fair and inclusive.

Appendix 3: Pay grades

Through analysing the gap at each pay grade, we identify both progress and areas where we have additional work to do. In 2021, we have one pay and grading model for all staff except our Retail teams.

On gender pay, we can see from Figure 2 that in 2020 we had some clear gaps at our senior grades. These gaps reduced in 2021, particularly across our executive directors, where the gap has reduced by 3 percentage points, and at Grade B, which has moved into a positive gap of -4.02% from a 2020 figure of 3.02%. This is due to changes in personnel in our senior leadership teams. Gaps originally developed following historical salary appointment decisions, but changes in the way we now oversee our offer processes ensure that these issues will not be perpetuated in future. The numbers of leaders we have at higher grades is relatively small, and movement into or out of those grades can therefore accentuate gaps at those grades. This is a changing picture, as we enable more leaders to take on development opportunities and use more flexible and inclusive ways of working, such as job sharing of leadership roles. We are working to bring about greater representation of women at senior levels.

Figure 2. Gender pay gap by grade



In our last gender pay report, we indicated that we would focus on grades with a gap wider than 3%. This is still the case, and in grade D, interim reporting shows that although progress was limited between 2020 and 2021, we should see an improvement in 2022. Grade D is also where we see our highest ethnicity pay gaps when comparing BAME women to White men. The equal pay working group which meets monthly is looking at this grade, in particular, to ensure that gaps are closed over time through recruitment. Nevertheless, the internal intersectional relationship of pay to grade will also feature as a component of any pay review.

2021 also shows an increase in the gender pay gap at grade F. The number of employees at Grade F overall reduced from 2020-21. While the population of men at grade F remained stable, the percentage of women reduced by 7 percentage points, from 80% to 73% women. This accounts for the change in the gender pay gap at this grade.

Seniority and links to age

Our data continues to show that the widest gaps appear in the more senior grades. There is also a correlation between our gender pay gap and the age of our staff – the gap increases to over 30% among employees over 55. While most of our staff fall into the 25-44 age bracket, many of our highest paid staff are in the highest age brackets. This is associated with the tendency of pay to increase with age.