



Save the Children

GENDER PAY GAP REPORT 2017

Save the Children is committed to achieving gender equity in pay. Our values as an organisation demand that women and men are equally rewarded for equal contributions, taking into account skills, grade and performance. Through our programme, policy and campaigning work, we strive to support gender equity in developing countries – and it is imperative that our organisation reflects the commitment to equity we demand of others. Our aim is to eliminate the gender pay gap by 2020 where this is being driven by any gender-based pay inequality (see below).

Our gender pay gap 2017

- Our median gender pay gap as at 5 April 2017 was 8.25%.
- The national median gender pay gap in 2017 was 18.10%.
- Our mean gender pay gap as at 5 April 2017 was 14.23%.
- Save the Children UK will always show a zero percentage for bonus payments as we do not operate a bonus pay scheme.

Our staff population was 75% female and 25% male.

Around 1.58% of the mean 2017 gender pay gap was accounted for by executive director salaries.

Since 2016 we have taken or are in the process of taking a series of measures to address our gender pay gap, and issues of unconscious and conscious gender bias.

- We have reviewed the way in which we recruit and continually seek ways to improve in this area. We have updated our training for line managers, introducing training modules on unconscious bias to ensure our interview skills training is values based.
- We are reviewing our job offer process to ensure parity and fairness of offers being made to new starters.
- We are reviewing our family-friendly policies to ensure we offer equal provisions where we offer enhancements to pay.
- We have reviewed our salary structure and are in the process of developing a total reward offer that will reset the way we pay and reward our staff; how we deal with organisation design and structures; and how we manage our talent.
- By 2020 we will have mechanisms in place to carry out regular equal pay audits to ensure that our gap is not as a result of any gender-based pay inequality.
- We are working on our diversity and inclusion strategy to improve our gender diversity, among other things, across every grade in the organisation.
- We have agreed a **Gender Equality Policy** across all Save the Children offices, in which we have committed to prioritise gender equality in staff recruitment, orientation, promotion, and retention. We will strive for equity among women and men at all levels of the organisation, including senior leadership. Work has already commenced with the inclusion of gender equality awareness training within the mandatory induction for all new starters.
- We have committed to invest more in staff training on gender equality at all levels; this will be bolstered by a revamped learning and development offer in 2018.
- We have committed to integrate gender equality within our core competencies for talent review process.
- We have committed to dedicate appropriate funding to fulfil gender equality commitments, as demonstrated by our support for gender adviser roles in different divisions of the organisation.
- We have committed to make it a priority to foster a safe, gender-sensitive work environment for all staff. We have introduced Respect in the Workplace training, which is mandatory for all employees; provided guides to line managers and other staff on how to deal with and raise concerns about inappropriate behaviour in the workplace; created an Integrity Line that enables employees and others to raise concerns anonymously; and made our **anti-bullying and harassment policy** and **grievance policy** readily accessible on our intranet. Our senior leadership team champions our values and is committed to upholding respect in the workplace and zero tolerance towards bullying and harassment.

During 2018 we aim to continue to address the gender pay gap by:

- Implementing changes to our recruitment process to minimise unconscious bias in hiring managers' decision-making. Recruitment panels have both male and female panel members. Hiring decisions are those of the panel, not just the hiring manager. We will continue to review the way we recruit in order to eliminate potential gender bias in our recruitment decisions.
- Continuing to develop and deliver training for line managers on equality of opportunity, unconscious bias and other issues.
- Running workshops for managers on the issue of the gender pay gap and their role and responsibility in applying good practice.
- Implementing our total reward offer will enable us to develop a healthy organisation by introducing revised pay and grade management, spans of control and layers of management, and through how we manage our talent.
- Implementing new job grades and pay scales to make it transparent and clear to staff where they are on the salary scale and how they can progress by acquiring new skills, taking on more responsibility, or moving up to the next job level.
- Introducing generic job titles, linked to job families that will be tied to progression, talent management and the overall reward structure.

We remain committed to be transparent in our approach to setting pay and reward. Our approach to pay and how it is determined is published in our Pay Policy on our Intranet. 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.

Save the Children UK operates a performance-related pay system. The aim of this system is to ensure that pay reflects performance by rewarding strong performance and managing improvements to weaker performance. We are a living wage employer and meet all national pay standards, including providing all paid staff with a living wage.

This statement is made pursuant to The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and constitutes our Gender Pay Gap statement for the snapshot as at 5 April 2017.



Kevin Watkins, CEO

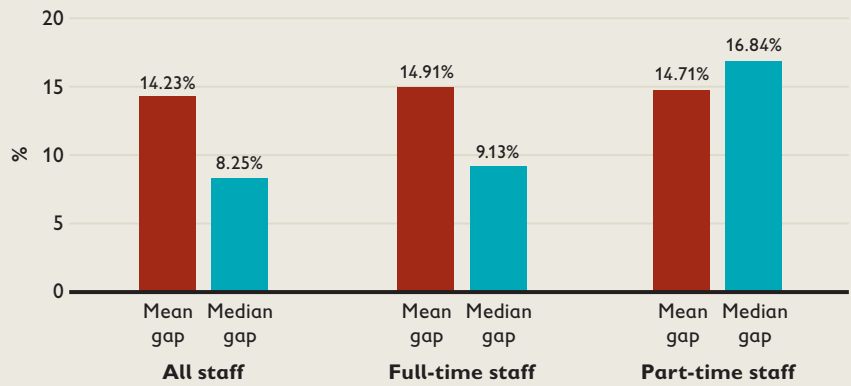
For and on behalf of The Save the Children Fund

Date: 3 April 2018

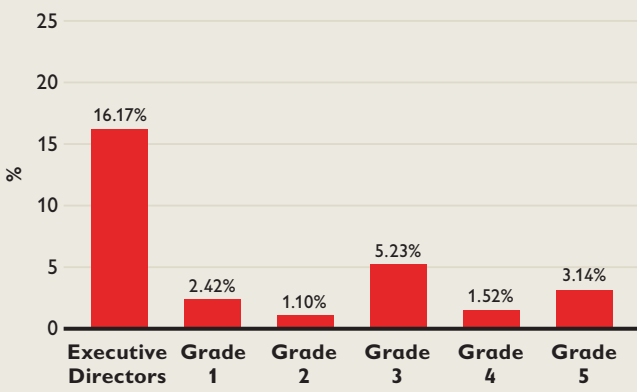
Our pay gap at a glance

The data below is based on a staff population that was 75% female and 25% male in 2017.

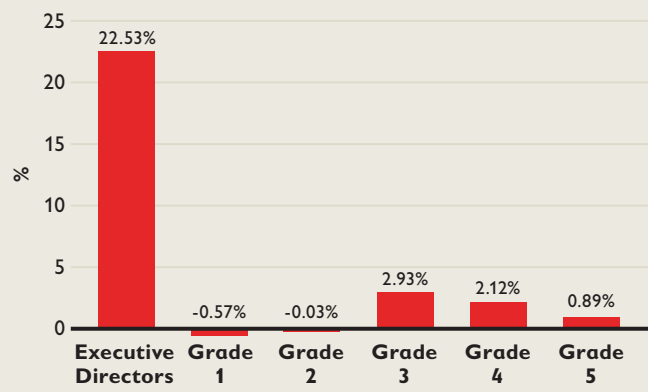
Our pay gap for full-time, part-time and all staff



Mean pay gap by grades



Median pay gap by grades



Pay quartiles and staff in each quartile

Quartile	Pay range	Female	Male
q1	£18,000–32,000	81.78%	18.22%
q2	£32,000–38,631	77.04%	22.96%
q3	£38,652–46,307	76.67%	23.33%
q4	£46,453–143,000	64.44%	35.56%

Split of gender by grade

Grade	Female	Male
Executive Director	3	3
Grade 1	30	31
Grade 2	106	36
Grade 3	396	132
Grade 4	182	50
Grade 5	91	18

Full-time and part-time split by gender

