**Leonard Cheshire Disability**

**Gender pay gap report 2018**

We welcome the opportunity to publish our gender pay gap report and share our thoughts and plans for addressing continuous improvements in this important matter.

Leonard Cheshire Disability is committed to building a diverse and inclusive workplace for our employees. Our diversity initiatives and strategies are designed to attract, develop and advance employees regardless of their race, sexual orientation, religion, age, gender, disability status or any other dimension of diversity.

We are committed to identifying any constraints to achieving gender equity and working actively to address these.



**Key analysis**

This is the report for Leonard Cheshire Disability using the snapshot date of 5 April 2017, and applying the standard methodologies required by the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. Leonard Cheshire does not operate a bonus scheme.

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| --- | --- |
| **Our Mean (average) gender pay gap** | **8.0%** |
| **Our Median (mid-point) gender pay gap** | **-0.7%** |
| **UK National mean (average) gender pay gap – all employees\*** | **18.1%** |

\* Office of National Statistics

|  |  |  |  |
| --- | --- | --- | --- |
| **Band** | **Female** | **Male** | **Description** |
| **A** | 77% | 23% | Includes all employees whose standard hourly rate places them in the lower quartile group |
| **B** | 79% | 21% | Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median |
| **C** | 82% | 18% | Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile |
| **D** | 78% | 22% | Includes all employees whose standard hourly rate places them in the upper quartile group |

**What are the underlying causes of Leonard Cheshire Disability’s gender pay gap?**

The majority of employees in our organisation are women (79% across the organisation). The largest proportion of our employees are in direct care and support roles within our UK care operations (95% of all employees). These roles have historically attracted more women, and this continues to be the trend in the sector.

The direct care and support roles make up all of band A, B and C roles, and 75% of band D roles. They are governed by a consistent and standardised pay framework, and for this group as a whole the gender pay ratios are marginally positive (median -1.5%; mean -2.7%).

The balance of our employees are salaried, and are in roles which range from administrative to executive director roles, all of which fall within band D.

Our analysis has not revealed any systemic anomalies at a role or grade level, given that our pay frameworks are based on the scale and level of complexity of the respective roles, so on an equivalent (“like for like”) basis, there is pay equity.

While at a quartile level, the gender ratios are fairly consistent across all bands, at a more granular level, there is a general tendency towards a higher ratio of women in the lower level roles, both in our care operations and in our support roles.

The gender ratios per category of role are as follows:

|  |  |  |
| --- | --- | --- |
| **Category** | **Female** | **Male** |
| Direct care and support roles | 81% | 19% |
| Junior support roles | 67% | 33% |
| Senior roles | 50% | 50% |

This skewing of gender ratios towards the lower level roles contributes to the mean gender pay gap for the organisation of 8%.

While this pattern is strongly influenced by the higher proportion of women in care and support roles, the need for mindful practice by our leaders to consider gender equality in their approaches to recruitment, development and promotion cannot be underestimated. To reduce the gender pay gap will require working towards more consistent gender ratios across the organisation at all levels.

**What are we doing at Leonard Cheshire Disability to address our gender pay gap?**

We must consider the issue of gender equity in our choices as an organisation. It will require conscious and intentional actions to redress the systemic imbalance. The plans to address this issue are outlined in three main categories below.

1. **Further analysis**

* Implement a global grading structure and revised reward framework, enhancing cross-organisational consistency and enabling more integrated internal equity analysis.
* Undertake further and regular root cause analysis to identify areas of potential bias.

1. **Building diversity and inclusivity awareness**

* Build awareness of systemic gender bias, and working consciously to counteract this.
* Introduce training modules around unconscious bias, to increase awareness, and further build our organisation as an inclusive workplace.

1. **Review of people practices**

* Review our recruitment process to ensure fairness in our process and parity in the offers being made to new starters.
* Enhance the culture of flexible working practices, to minimise career obstacles for working parents.
* Review our talent management and career development processes, with due consideration of the career progression of women in the organisation, particularly towards senior and technical leadership roles.
* Review the existing performance management process, in support of unbiased performance assessments which contribute to employee development and growth.

While the structural aspects of the gendered nature of the industry we are in will continue to challenge us in narrowing our gender pay gap, we are committed to working towards this goal, while we build our organisation as an inclusive, fair and empowering workplace.

David Jessop

Executive Director - People

15 March 2018