



The Children's Trust
Gender Pay Gap Report 2022

Introduction

After three years of minimal change to our gender pay gap, we are pleased to see this year we have made progress towards closing our gap.

Now we must build on this momentum, and continue to reduce our gender pay gap. The 'gender pay gap' is the difference in average earnings between women and men.

Our Gender Pay Gap Report is an essential part of our ongoing pay strategy, and links closely with our [Equity, Diversity and Inclusion strategy](#) which we launched this year.

We care deeply about both gender equity, and creating a diverse and inclusive culture. We know the most diverse and innovative organisations have the best outcomes. And we will continue to seek gender equity to help us achieve our overall ambition – to help children with brain injuries to live the best possible lives.

The Children's Trust has, and will always remain focused on aiming high, and delivering an outstanding service.

The goal of the report is to create better pay equity through being open with our pay data. It is not only in keeping with our value of being open but it is also an essential element of ensuring we continue to attract, retain and motivate all of our staff so we can achieve our shared ambition.

We recognise that our pay gap is driven by fewer males as a percentage in lower paid roles and more males as a percentage in the higher paid roles, and we will continue to address this imbalance whilst focusing on the service we provide to the children and young people we support. We will ensure that the plan laid out in this report is achieved, and keeps us accountable for our progress.

Mike Maddick

Director of Resources

Gender pay gap versus equal pay

Gender pay gap reporting

The aim of gender pay gap reporting is to show the difference between what women and men are paid at the same organisation, irrespective of their jobs.



Equal pay

Equal pay is not the same as the gender pay gap. Equal pay has been a legal requirement for over 50 years. It means that men and women are paid the same for like-for-like work.



Taking action – bringing forward our 2022 Gender Pay Gap Report

Due to the Covid pandemic we had to make operational tasks the priority, and therefore did not have the capacity to put all the actions from the 2021 Gender Pay Gap Action Plan into practice.

Nevertheless, 2022 brought increased focus and energy as we developed our new action plan. We brought forward the 2022 report in order to have an up-to-date picture of the challenges, and most importantly the opportunity to prepare an action plan with clear deliverables, against which we can monitor and manage progress for the next 12 months.

Unfortunately, since July 2022 the organisation has faced a number of financial challenges, which resulted in a delay in implementing our action plan. However, we will bring forward the 2023 report in order to address this and allow time to implement.

We recognise the importance of monitoring the gender pay gap across the year, and not just on a snapshot date. We have invested in a new system which will help us to monitor changes throughout the year, giving us a better understanding of what drives our gender pay gap figure at any given time, and in turn, how it can be reduced.

It is encouraging to see that in 2022 the mean gap has dropped by almost two thirds, and the median gap has dropped by just over a quarter.

**The data published in this report was extracted from the April 2022 payroll and has been calculated and checked via a third-party service, Gapsquare, to ensure external scrutiny.*

	Mean		Median	
	Pay gap %	Variance since 2018	Pay gap %	Variance since 2018
April 2018	11.80%		-1.80%	
April 2019	21.60%	9.80%	22.20%	24%
April 2020	20.40%	8.60%	21.30%	23.10%
April 2021	22.43%	10.63%	20.40%	22.20%
April 2022	7.87%	-3.93%	14.90%	16.70%

Overview of our Gender Pay Gap

We welcome the requirement for all organisations with over 250 employees to publish gender pay gap information.

At The Children's Trust, this is a helpful way of reviewing and checking our practice and learning where we need to improve.

The Children's Trust's Gender Pay Gap Report has been prepared in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017. It reports on the differences between men's pay and women's pay across the organisation based on data as of 5 April 2022.

The Children's Trust uses several external pay scales and benchmarks, such as the NHS Agenda for Change, and Cendex Voluntary Sector Benchmarking to ensure pay is fairly set across the organisation regardless of gender. This report sets out our gender pay gap figures looking at The Children's Trust as a whole. When reporting on our gender pay gap

we are required to follow instructions set out by the Government Equalities Office, and report on the following four key areas:

- 1. Median gender pay gap**
the 'median' figure is the difference between the midpoints in the ranges of men's and women's pay per hour.
- 2. Mean gender pay gap**
the 'mean' figure is the difference between the average men's pay per hour and the average women's pay per hour.
- 3. Bonus proportions**
The proportions of male and female relevant employees who were paid bonus pay during the relevant period.
- 4. Quartile pay bands**
the proportions of male and female full-pay relevant employees in the lower, lower-middle, upper-middle and upper quartile pay bands.

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Our gender pay gap headlines	Median	Mean
Percentage The percentage difference based on hourly pay	14.9 %	7.87 %
Hourly rate how much more men are paid than women per hour	£2.77	£1.71
Annual pay based on 37.5 hours a week men are paid this much more	£5,401	£3,335

Gender bonus gap

36 bonus payments were made, 13.9 % of which were allocated to males and 86.1 % to females.

Bonuses are very rarely paid as part of remuneration packages at The Children's Trust, but we do now pay bonuses in the form of 'Golden Hello' payments to new members of staff, which is an incentive we introduced in 2022 to help combat our recruitment challenges. The reason for the higher allocation to females is directly related to more females applying for and being appointed to our workforce. The payment amount is the same for males and females.

Pay quartiles

Each pay quartile represents a quarter, or 25 %, of our total workforce ranked by pay

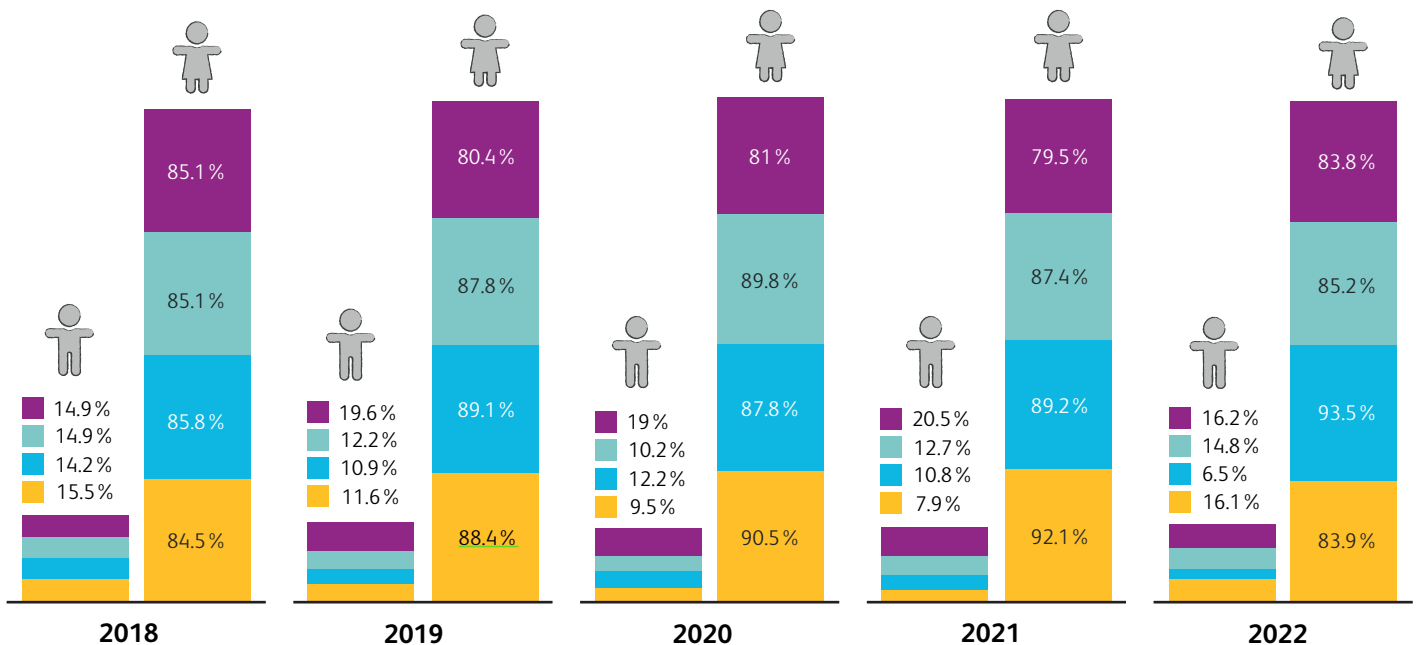
In 2018 the split of male and females within each pay quartile was evenly spread. Changes within the workforce between April 2021 and April 2022 led to a shift within the upper and lower quartile. As illustrated below, there was an increase in female employees in the upper pay quartile, and an increase of male employees in the lower pay quartile.

The proportion of males and females in each pay quartile:

Quartile	Females	Males
Upper quartile	83.8 %	16.2 %
Upper middle quartile	85.2 %	14.8 %
Lower middle quartile	93.5 %	6.5 %
Lower quartile	83.9 %	16.1 %

Pay quartile split 2018-2022

■ Upper quartile ■ Upper middle quartile ■ Lower middle quartile ■ Lower quartile



Why does The Children's Trust have a gender pay gap?

Our analysis shows that the main reason for the significant increase in the gender pay gap between 2018 and 2021 was the natural movement of employees leaving and joining the organisation.

Our refocused activities have led to the mean gender pay gap falling below the starting point in 2018.

Overall, the organisation is **86.6% female** and **13.4% male**, which is largely unchanged since 2021. However, **there are fewer males as a percentage in lower paid roles and more males as a percentage in the higher paid roles,**

therefore we must continue to focus our activity on addressing this.

**It should be noted that a high proportion of female workers in the workforce is not particularly unusual for an organisation like ours with a majority of staff in health care roles.*

More detailed explanation of our gender pay gap

Our three highest earners across the organisation are male employees, and this impacts the mean gap.

Our Senior Leadership Team (SLT) now has an equal number of males and females, which has helped reduce this gap. Having reviewed our recruitment processes for transparency and gender fairness, senior hiring at The Children's Trust continues to focus on the best possible candidate regardless of gender, including through an external search partner (although we would seek to promote internally wherever possible).

The balance of men and women in executive roles may vary from year to year, and this will naturally have a significant influence on our pay gap, given their higher remuneration levels. Within the upper quartile of the organisation sits the Operational Leadership Team (OLT). Currently the percentage of females in this group stands at 84 %, with males at 16 % **(figure one)**. The percentage of females in the upper quartile had dipped to 80 % in 2021, but has risen again to 84 % in 2022.

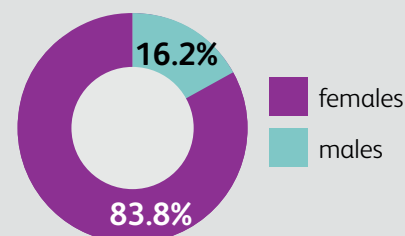
Between April 2018 and April 2021, the percentage of male employees in the lower pay quartile had decreased from over 15 % to under 8 %, but has doubled in the last year and now stands at just over 16 % in 2022 **(figure two)**.

140 permanent employees sat within the lower quartile in April 2018, of these, 84 % (118) were female and 16 % (22) were male. In April 2022 we have 155 permanent employees within the lower quartile, of these, 8 % (13) were male, 92 % were female (142).

Over this 48-month period, we can see that only slightly more males have left the organisation than have joined, whereas we continue to find that females make up a higher percentage of our new starters.

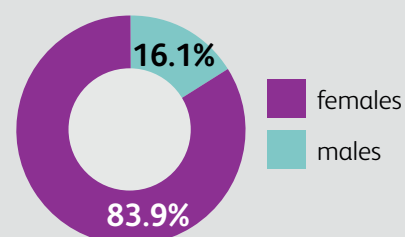
The highest percentage of starters and leavers within the male group are within the upper pay quartile. In comparison, the highest number of female starters and leavers are within the lowest pay quartile. This movement of joiners and leavers has impacted our median pay gap. The table below illustrates the changes within the reported group.

Figure one



In April 2022, the percentage of females in the Operational Leadership Team (which sits in the upper quartile of the organisation) stands at 84 %, with males at 16 %.

Figure two



In April 2022, the percentage of male employees in the lower pay quartile doubled than in the last year and now stands at over 16 %.

	Number of leavers April 2018-2022	% of leavers overall	% of leavers by gender	Number of starters April 2018-2022	% of starters overall	% of starters by gender
Female	422	86%		494	88%	
Upper	105	21%	25%	90	16%	18%
Upper middle	90	18%	21%	114	20%	23%
Lower middle	72	15%	17%	103	18%	21%
Lower	155	32%	37%	187	33%	38%
Male	67	14%		65	12%	
Upper	23	5%	34%	26	5%	40%
Upper middle	12	2%	18%	12	2%	18%
Lower middle	14	3%	21%	9	2%	14%
Lower	18	4%	27%	18	3%	38%

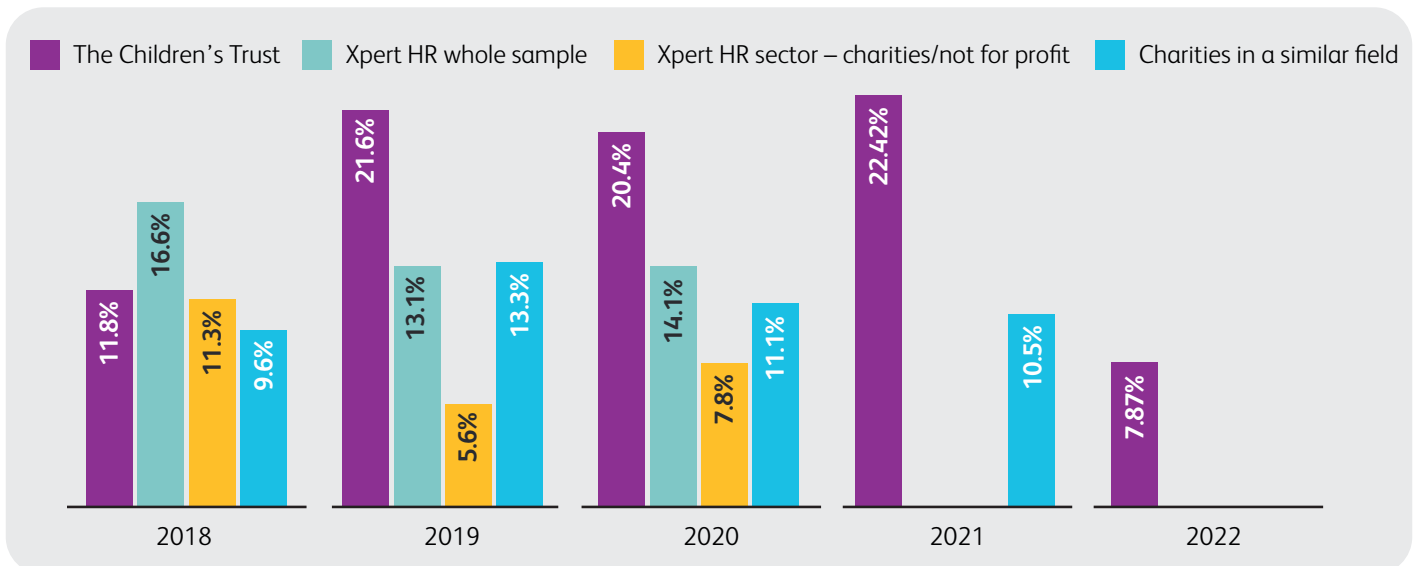
How do we compare with other organisations?

We have explored some relevant benchmarking for comparing our gender pay gap data.

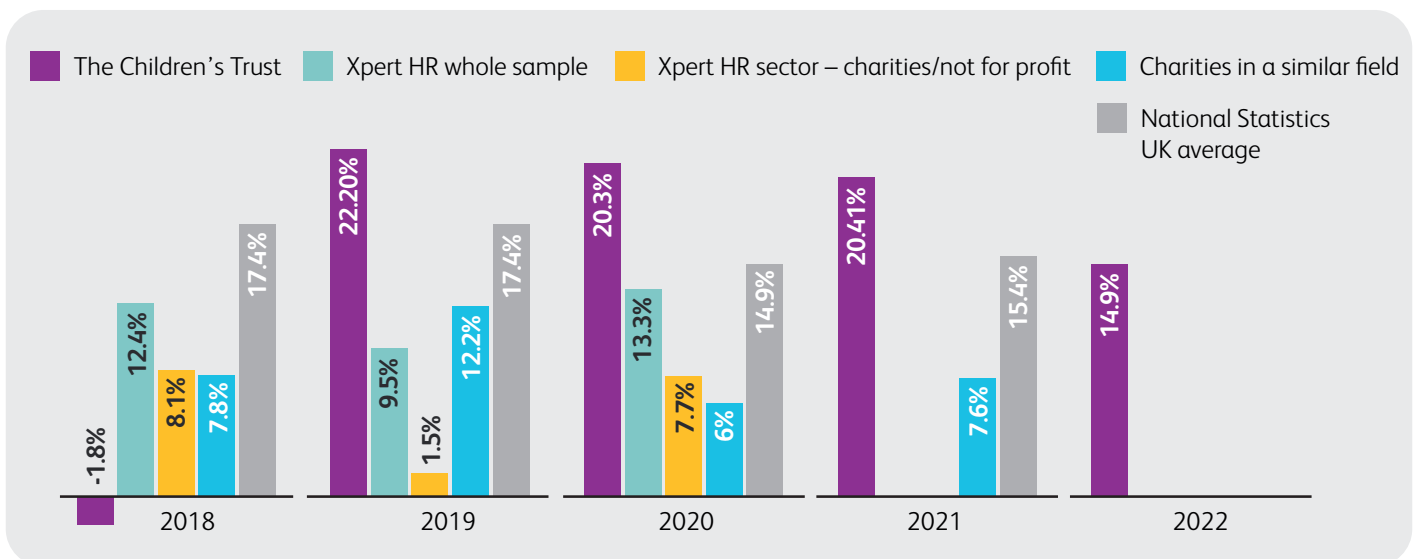
Due to the COVID-19 pandemic some of the external data is slightly outdated. Our benchmarked groups are:

- all organisations that submit data to XpertHR for verification purposes (no data available since April 2020 snapshot)
- the charities/not for profit sector organisations that submit to XpertHR (no data available since April 2020 snapshot)
- the group of third sector organisations against which we also benchmark our employee survey results (available up to April 2021 snapshot)
- the UK average as published by the Office of National Statistics (only Median pay gap reported, and data for April 2021 is provisional only).

Mean gender pay gap benchmarked



Medium gender pay gap benchmarked



We acknowledge that The Children's Trust's mean and median gender pay gap remain above the average organisation in the charities/not for profit sector. While we have had significant improvement, we recognise we still have further work to do to close our gap.

What we have done and will continue to do to help close our gap

What we have done

Implemented a new HR tool (Gapsquare) which allows us to monitor our progress more regularly, and determine the success of our action plan.

Introduced new starter surveys to obtain feedback about the recruitment, onboarding, and induction processes and how to better improve.

Reviewed 46 of our current recruitment agencies to ensure alignment to our EDI values.

Giving all staff the opportunity to contribute and provide feedback on this topic.

Striving to ensure interviews are gender balanced. For Nursing & Care there is a dedicated group of interviewers who support the Recruitment Lead, of which six are male (up by 50% from the previous year).

Considering all males who apply for care roles, where they meet the criteria.

Advertising hybrid working across roles where it is suitable to do so

The introduction of a 'Quick Apply' process for CSA applications was launched in March 2022.

We show the salary for 100% of our roles across the organisation at all levels, including those within the Senior Leadership Team.

What's next

We will publish the results of this Gender Pay Gap analysis both internally and externally.

Work with the Organisational Design team to involve more EDI focused questions across all roles as part of the recruitment process.

Technology process review is to be undertaken to understand how best to optimise our existing technology for both candidates and the organisation.

We will assess the gender pay gap against the findings from our Employee Engagement Survey, which will take place in 2023.

Recruitment to work with the Business Partnering team towards building a more detailed analysis of genders throughout the recruitment lifecycle.

Work with the creative team to expand our image base, and use varied imagery on our careers site and marketing campaigns.

Scope campaign to start to focus on the recruitment of male carers.

Review the process and consider rolling out to other lower quartile, high volume roles such as housekeeping and retail.

Commence scoping of recruitment data analysis, and report to SLT weekly for clinical recruitment.

What we have done

Salary ranges are based on external market benchmarking via Cendex and agreed with the HRBP team, who will also check internal benchmarking data/salary scales. Nurse and AHP salaries are fixed against AFC and school against teacher and STA pay scales.



What's next

Focus on other roles within the lower quartile and more targeted marketing campaigns, such as for housekeeping, retail and STAs.

All adverts are worded in an appropriate style and are gender-neutral to attract those from all backgrounds, with the updated EDI statement added in November 2020.



Scope ethnicity pay gap reporting.

Recruited a Talent Marketing Manager (March 2022) – the role is designed to work across Marketing & Recruitment to support with our campaigns, content and imagery and ensure all our campaigns are developed in line with our EDI strategy.



Assess the impact we are having on the recruitment of staff falling within the lower quartile and recommend revised recruitment campaigns.

Launch International recruitment for CSAs to help diversify and reach a wider talent pool including male population. 33 international CSAs have applied, with seven being male (23%).



Continue to review and develop our international recruitment programme (ongoing).

Continue to review and improve our Equity, Diversity & Inclusion (EDI) strategy introduced last year.



Continue to seek challenge and input from our dedicated EDI working group (Spark).

Gender identity and our commitment to Equity, Diversity and Inclusion

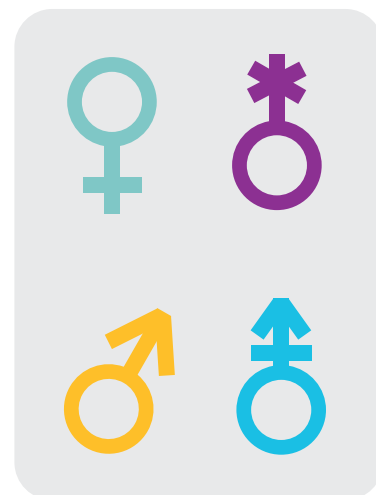
The Children's Trust wholeheartedly supports and embraces gender equity and believes that for equal work, pay should also be equal.

Equal pay means that men and women are paid the same, for doing the same job – this has been the law since 1970.

Although government reporting regulations require all staff to be categorised as 'male' or 'female' for the purpose of calculating

our gender pay gap, we know that not everyone will fall within these binary gender categories. The Children's Trust is committed to EDI in everything that it does.

We've taken steps to create an inclusive culture for all our staff and will continue to build on this. Measures include encouraging staff to share their pronouns and capturing people's gender identity beyond what is required for gender pay gap reporting. We also have an employee network for LGBTQIA2S+ staff and allies.



Conclusion

We recognise that substantial change takes time, and that we still have further progress to make.

It is encouraging to note that in 2022 the mean gap has dropped by almost two thirds, and the median gap has dropped by just over a quarter. We are proud of the progress that we've made up until this stage. In 2023 we will once again bring forward the Gender Pay Report and action planning, with particular focus on assessing male/female ratios within the lower middle quartile, and ratios within the Senior and Operational Leadership Teams. We want to continue to engage with all staff on this topic, and therefore welcome feedback and suggestions on this report.



The Children's Trust is rated a 'Good Provider' by Ofsted Care (for residential houses).
The Children's Trust School is rated a 'Good Provider' by Ofsted Education. TCT_1470 09/22.