

# Gender Pay Gap Report

March 2019



The power  
of kindness

# Foreword

At the British Red Cross, we're making our organisation a more inclusive and diverse place to work. Welcoming staff from all walks of life means we benefit from different perspectives to better support people in crisis.

Achieving gender equality is a big part of this. Mandatory gender pay gap reporting helps us measure our progress and see where we need to improve.

In 2017, we reported a mean gender pay gap of 11.8% and a median gap of 8.9%. We made clear our determination to reduce this gap for the benefit of all our people.

This year, we can report a mean gender pay gap of 11.0% and a median gap of 6.5%. This reduction is the result of changes in our workforce both in our most senior high-paid roles and at the lower pay levels.

We've worked hard over the past year to introduce more flexible working, improve maternity pay and benefits, and pay our staff the UK Living Wage.

In 2019, we'll work with our gender equality network to plan how to build on these measures and close the gap further. Change won't happen overnight. Sustained improvements will require action over several years. We're committed to making it happen.

The British Red Cross helps people in crisis, whoever and wherever they are. By increasing diversity and fairness inside our organisation we can truly live our values and achieve our ambitious goals.

## **Michael Adamson**

Chief executive, British Red Cross

## **CONTENTS**

<b>What is a gender pay gap?</b>	<b>3</b>
<b>The gender pay gap at the British Red Cross</b>	<b>4</b>
<b>How we are tackling the gender pay gap</b>	<b>6</b>

## What is gender pay gap reporting?

Gender pay gap reporting compares the average hourly earnings of male and female staff. The regulations require employers with over 250 staff to publish six metrics each year, in respect of the 'relevant pay period' in which 5 April falls. In our case, the report relates to the April 2018 payroll.

The six metrics we are reporting on are:

- the difference in the mean pay of full-pay men and women, expressed as a percentage;
- the difference in the median pay of full-pay men and women, expressed as a percentage;
- the difference in mean bonus pay of men and women, expressed as a percentage;
- the difference in median bonus pay of men and women, expressed as a percentage;
- the proportion of men and women who received bonus pay; and
- the proportion of full-pay men and women in each of four quartile pay bands.

### Gender pay gap vs equal pay

The **gender pay gap** measures the differences in average hourly pay between men and women, no matter what their role in an organisation.

**Equal pay** is the right of men and women to be paid the same for the same work or work of equal value. The British Red Cross is committed to ensure that it remains an Equal Pay Employer.

## The gender pay gap at the British Red Cross

As of April 2018, we're reporting a mean gender pay gap of 11.0% and a median gap of 6.5%. A reduction on 2017 of 0.8% and 2.4% respectively.

Metric	British Red Cross figures at 5 April 2018
<b>Mean gender pay gap</b>	<b>11.0%</b> (11.8% in 2017)
<b>Median gender pay gap</b>	<b>6.5%</b> (8.9% in 2017)

### Proportion of gender in each pay band\*

	Male	Female
<b>0-25%</b> (lowest quartile)	<b>33.2%</b> (32.2% in 2017)	<b>66.8%</b> (67.8% in 2017)
<b>25-50%</b>	<b>25.9%</b> (28.0% in 2017)	<b>74.1%</b> (72.0% in 2017)
<b>50-75%</b>	<b>30.5%</b> (30.8% in 2017)	<b>69.5%</b> (69.2% in 2017)
<b>75-100%</b> (highest quartile)	<b>41.6%</b> (42.9% in 2017)	<b>58.4%</b> (57.1% in 2017)

\*based on hourly rates of pay

The gender distribution for the organisation is 32.8% male and 67.2% female. (In 2017, the figures were 33.5% and 66.5% respectively.)

There has been a slight increase in the percentage of males in the lowest pay quartile but an increase in the proportion of females in the others, including the highest quartile.

## Bonus data

Metric	British Red Cross figures at 5 April 2019
<b>The mean gender bonus gap:</b> the % difference in average bonus payments made to male and female employees during the 12 month period to 30 April 2018	<b>-33.5% (42.4% in 2017)*</b> The mean bonus payment to female staff is 33.5% higher than to male staff.
<b>The median gender bonus gap:</b> the % difference between the mid-point value of bonus payments made to male and female employees during the 12-month period to 30 April 2018.	<b>16.1%</b> (64.3% in 2017)*
The <b>proportions</b> of male and female relevant employees who received bonus payments during the 12 month period to 30 April each year.	<b>Male: 8%</b> (6.2% in 2017) <b>Female: 10%</b> ( 9.3% in 2017)

\* Last year's report reflected a large number of small payments made mostly to women through the retail incentive scheme, which has now been replaced with performance-related pay.

## Why is there a gender pay gap at the British Red Cross?

### Percentage of men and women in each salary quartile

The proportion of female staff in the lowest three salary quartiles is 70.1%. In contrast, the proportion of female staff in the highest quartile is 58.4%. Women are not as well represented in the highest paid positions in the organisation as the lower paid positions. This has a direct effect on the average hourly rates of pay.

### Average earnings within each quartile

Analysis of each quartile shows that there is very little difference in the average earnings between men and women in the lowest three quartiles. However average earnings of women in the highest quartile are 8.6% below those of men.

Total earnings for staff in the upper quartile begin at £27,027, which includes managerial roles in all services, as well as many of our roles in fundraising and the enabling functions such as finance and IT. Some of the functions represented in this quartile attract higher salaries in the external market and we need to pay supplements to recruit and retain the quality of staff we need. While the number of women in these types of roles is increasing, there continues to be more men working in these sectors and areas of the organisation.

## How we are tackling the gender pay gap

The British Red Cross is committed to reducing and ultimately closing our gender pay gap.

### Action we have taken to close the gender pay gap

- **Increased flexible working:** Building on the right to make a statutory flexible working request, we have encouraged managers and their teams to agree informal personalised arrangements. This allows staff to work in a way that fits their outside-of-work responsibilities. Flexible work is becoming the norm; the question is now 'Why not?' rather than 'Why?'.
- **Enhanced maternity benefits:** We have improved our maternity pay and benefits to offer more financial security to female employees at all levels.
- **Commitment to paying the UK Living Wage:** We now pay all British Red Cross staff at least the UK Living Wage within three years of starting their role (subject to good performance). This has resulted in bigger annual increases for staff at the lower salary levels, where the proportion of women is high.
- **Improved monitoring and reporting:** The gender pay gap report is part of our quarterly monitoring and reporting on our staff. We are developing and using this data to focus on areas that need attention and continue to make progress

### Action we plan to take to close the gender pay gap

In 2019, we will work with the gender equality network (an internal staff-led group) to plan how best to:

- **Review roles:** Identify any gender bias in our role descriptions (including responsibilities and personal specifications) that may affect the numbers of men and women applying, and review how we grade and market roles.
- **Remove barriers:** Challenge ourselves to identify barriers to female progression and remove them. Review our recruitment practices (particularly in relation to higher paid roles) to ensure internal candidates (more likely to be female) are properly considered and supported.
- **Be more family-friendly:** Improve our family-friendly policies, for example promoting shared parental leave.

## **Our Inclusion and Diversity Strategy (2017-2019)**

Through our Inclusion and Diversity Strategy we are creating a more dynamic and inclusive British Red Cross, where we benefit from a variety of perspectives to make smarter decisions and better support people in crisis.

We're taking positive action, including offering in-house training on unconscious bias and cultural competence, increasing development opportunities for staff from under-represented groups, and embedding an Equality Impact Assessment into all policies and projects.

Read more about our commitment to diversity at

[\*\*redcross.org.uk/get-involved/jobs/diversity\*\*](https://www.redcross.org.uk/get-involved/jobs/diversity)