

Gender pay gap report **2017-18**





**Message from our Chief Executive,
Jan Tregelles**

'We welcome the chance to present our gender pay gap report again and to continue the important conversation about plans for addressing inequality within our organisation.

Whilst it is small, any gender pay gap is too large for Mencap. In line with our value of being 'Challenging', we really believe gender pay reporting is an important catalyst for change. We have shared our results with our colleagues and will continue to talk with them about how we can improve our practice.'

Our pay gap

Our gender pay gap for 2018 is as follows:

- Mean 5.1%
- Median 4.4%

In Summary

- Mencap's pay gap rate is close to its immediate comparators in the sector.
- We are proud to have a small pay gap compared to the UK average.
- However, we are not complacent and want to do more (we performed better in 2017 than in 2018)¹.
- Our values are at the heart of everything we do, and we have **a renewed commitment to championing diversity and inclusion within Mencap and the Social Care Sector.**
- We are confident that the organisation's gender pay gap does not stem from paying men and women differently for the same or equivalent work.
- Our male / female balance or 'gender composition' is driven by the very common 'gendered' roles within the sector (i.e. most service delivery is carried out by female members of staff).
- Like many other organisations, our gap is shaped by an underrepresentation of women in senior and specialist management roles.
- We recognise that the gender pay gap is a result of a wide range of economic, cultural, social and education factors. We also recognise these factors influence our internal culture, policies and practices.
- We intend for our response to the gender pay gap to be part of a larger, holistic approach to recognising diversity and building inclusion. **For us this means reducing all forms of inequality at Mencap.**

¹ In 2017 Mencap published a Gender Pay Gap Mean of 4.5 but it is now understood the exact figure is 4.68, and the Median figure is 2.53. It was the first time we had gathered and analysed data in this way, and we both recognise and apologise for this inaccuracy.



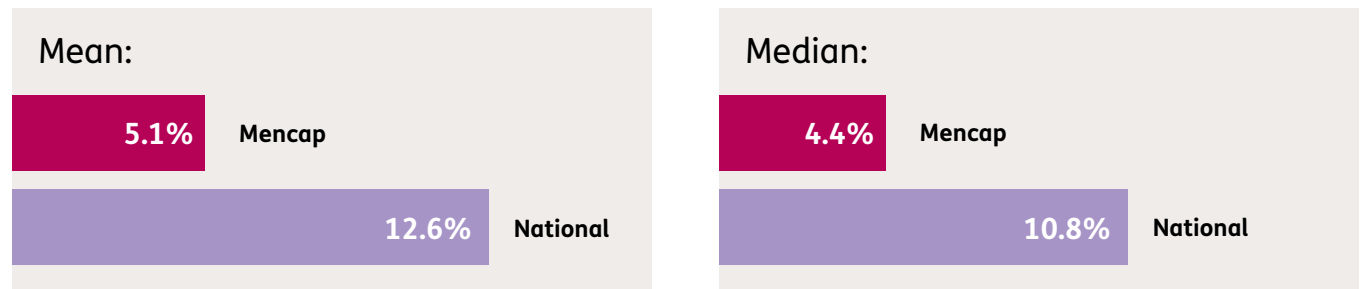
Our Analysis

- Our Values are really important to us:

<p>POSITIVE</p> <p>we never stop believing in a better future and we celebrate what we are proud of now</p>	<p>Caring</p> <p>we treat everyone with respect and kindness</p>	<p>CHALLENGING</p> <p>when we see things that aren't fair, we will campaign until we see real change</p>	<p>INCLUSIVE</p> <p>people with a learning disability are at the heart of everything we do</p>	<p>TRUSTWORTHY</p> <p>when we promise something, we don't let people down</p>
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- The UK Social Care sector is mostly made up of female employees and the sector is classed as 'low paid, low skilled' work² – which we absolutely do not agree with.
- Our gender pay gap is lower than comparable figures from peer organisations in the Health and Social Care Sector².
- Our gender pay gap for 2018 is as follows:
 - Mean 5.1%
 - Median 4.4%
- Based on the figures currently available (730 employers³) the 2018 national gender pay gap is 12.6 (this is the mean or average, the reported median is 10.8).

Gender pay gap for 2018



² The Gender Pay Gap, BRIEFING PAPER, House of Commons, Number 7068, 28 September 2018; <https://gender-pay-gap.service.gov.uk>

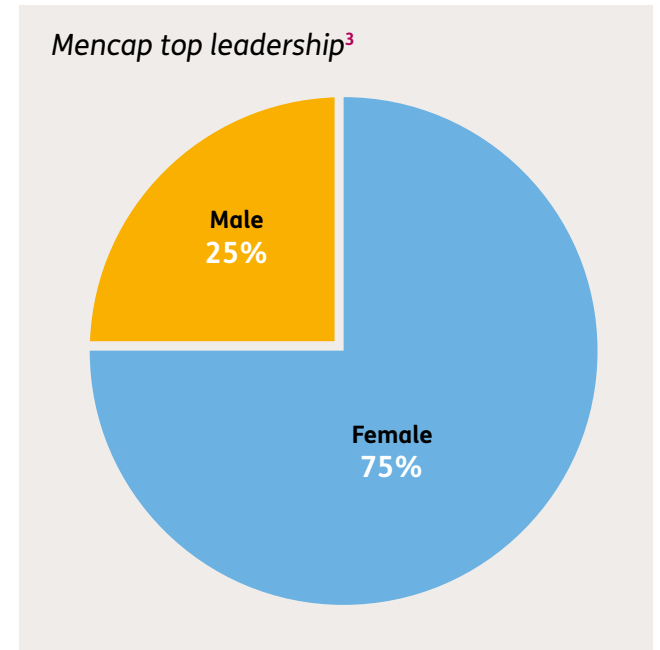
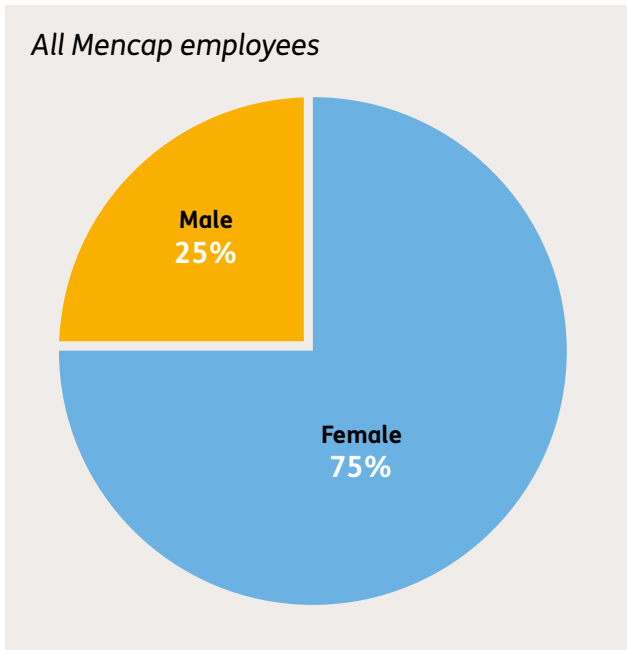
³ Based on 730 organisations published as of 15th January 2019, available from: <https://gender-pay-gap.service.gov.uk>



- 75% of our colleagues are female.



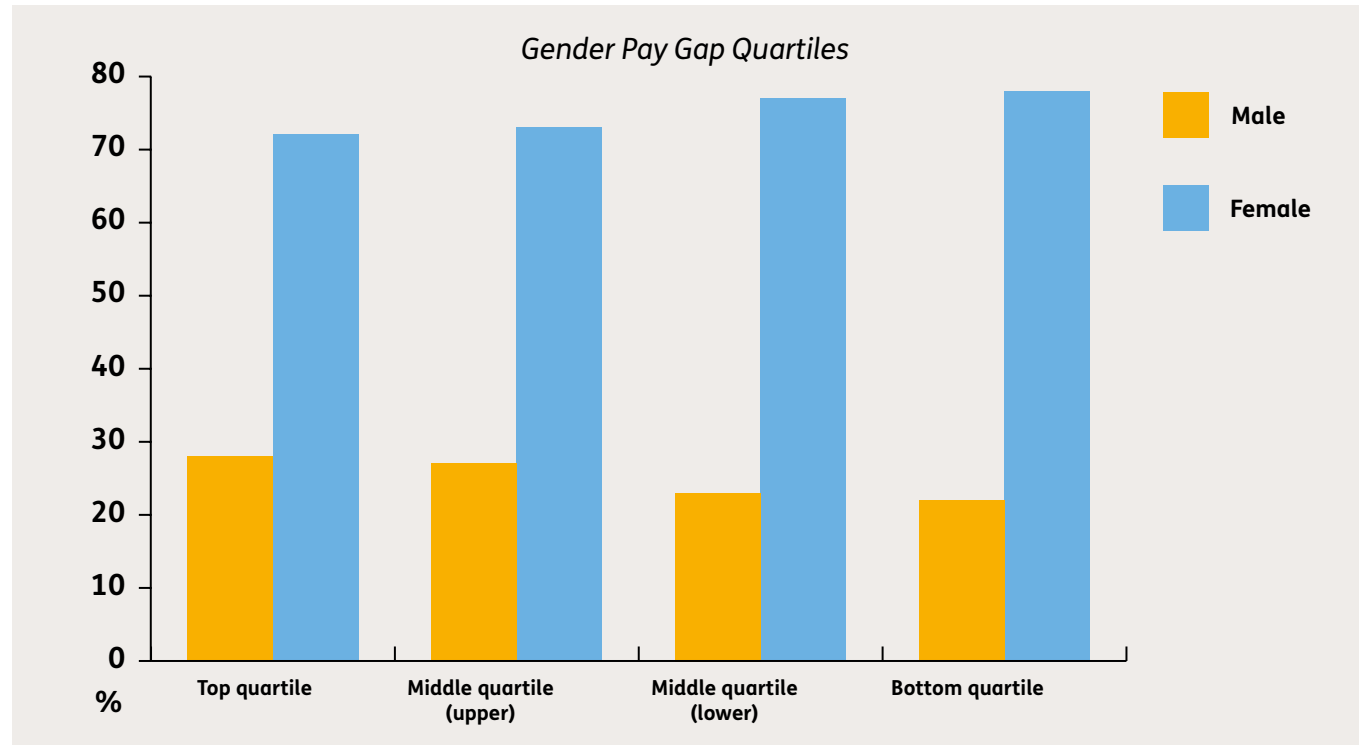
- Throughout our organisation, as a whole, women fill three quarters of roles. We are very **proud that this is true at the very top.**



³ Royal Mencap Society employs 16 individuals in Director roles



- Unfortunately, like many companies, higher up the organisation the balance of women to men changes. 59% of Health and Social Care sector organisations pay men more than women, despite more roles being filled by women⁴.
- The proportions of male and female colleagues in each of our four quartile pay bands is as follows: Top quartile, 28% male to 72% female; Middle quartile (upper) 27% male to 73% female; Middle quartile (lower), 23% male to 77% female, Bottom quartile 22% male to 78% female.



Year on year, our gender pay gap has increased (by a small amount), which is disappointing, but we are committed to exploring and improving these results. We are aware that:

- We have recruited a disproportionate amount of women into our service delivery (support worker) roles
- As more women have come into roles in the bottom quartile, the proportion of men in the higher quartiles has increased. At the highest level of our top quartile, we have a 13% gap
- Due to the high number of female and low number of male staff across the organisation, this impacts our overall pay gap, increasing the mean average by 0.6% and median average by 1.9%

⁴ See footnote 2



Taking Action

Our strengths...

- We are in the middle of deploying an organisational transformation programme including a focus on planning for the future and digitally connecting our staff - **we recognise the benefits an inclusive and representative workforce will bring to our strategic aims.**
- We have **Inclusion leadership from the very top** - Our Trustees and Executive Board are committed to developing a programme of Equality, Diversity and Inclusion improvements.
- We have **company values that are understood and lived by our workforce.** These influence and shape everything we do.
- We have **improved family friendly policies and increased our maternity provision.**
- Our diversity work has also recently included Learning and Development on inclusion and recruitment.
- We love participating in Pride events around the country, and have established an inclusive Leadership framework.

Over the past year, we have taken the following steps...

In 2017, we committed to key actions to start to address Mencap's gender pay gap. There has been some progress in this area and going forward the organisation will be placing a lot more emphasis on this important topic. We have:

- Commissioned and implemented an expert **consultant report** to initially diagnose equality and inclusion opportunities for improvement.
- Conducted **further analysis** to gain a holistic view of opportunities for improved equality across the organisation; we have worked on building capacity to achieve this analysis and are conducting focus groups with staff on a variety of issues.
- **Appointed qualified professionals** as an Organisational Development Manager and an Equality, Diversity and Inclusion Officer to design and coordinate a programme of Diversity and Inclusion work.
- **Developed new tools** for addressing sexual harassment and renewed communications on broader bullying and harassment throughout the organisation.
- **Promoted wider platforms**, such as Yammer, for discussing equality, diversity and inclusion and to develop broader awareness throughout the organisation.
- Established a **staff Inclusion network** to empower a group of colleagues from across the organisation to promote and drive forward the equality, diversity and inclusion agenda.



Our Next Steps

In 2019, we are getting started with further research as well as investigating other pay gaps to give us a broader picture of what's going on. This will serve as a foundation for a holistic Equality, Diversity and Inclusion strategy and workplan to be executed in 2019-2022.

What we plan to do...

We intend to execute a range of work and collaboration across Mencap to power this holistic approach. This is likely to include some of the following:

- Trustee and executive board education and development.
- Deliver work that makes equality, diversity and inclusion the 'golden thread' through everything we do.
- Develop and support managers to use an 'Equality Analysis' process to assess the impact of changes on teams and colleagues.
- Recruitment and selection processes will continue to be reviewed, with the aim of removing barriers to underrepresented groups.
- Learning from our 2018 sexual harassment campaign efforts to train the workforce and create awareness.
- Fully utilise technology to support inclusion across the organisation.
- Training that promotes inclusion and educates proportionate challenge to behaviour that does not fit with our values.
- Assess and develop our approach to Family Support and Leave.
- Promote 'intersectionality' for example focussing on the experiences of BAME females within our organisation.
- Continue to promote awareness and inclusion around sexual orientation and gender identity.



In Conclusion

Whilst it is small, any gender pay gap is too large for Mencap. We know our gender pay gap needs further intervention and we are committed to **exploring and reducing all inequality within our organisation.**

We will build a broader picture of potential inequality and see opportunities for inclusion and addressing all types of underrepresentation. The resultant work plan will include specific corporate actions to close the gender pay gap, which will be a key theme within our wider Equality, Diversity and Inclusion Strategy.

