

Gender pay gap report 2019-20





**Message from our Chief Executive,
Edel Harris**

'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 our gap has gone down, 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 the 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 2019 is as follows:

- Mean 3.7%
- Median 0.4%

In Summary

- We are proud to have a small gender pay gap compared to the UK average.
- Mencap's pay gap rate is close to its immediate comparators in the sector.
- 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 very common 'gendered' roles within the sector (i.e. most service delivery is carried out by female colleagues).
- Like many other organisations, our gap is shaped by a small 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 educational factors. We know that these factors influence our internal culture, policies and practices.
- Our response to the gender pay gap is part of a larger, holistic approach to diversity and building inclusion. **For us this means reducing all forms of inequality at Mencap.**



Our Analysis

- Our Values are really important to us:

POSITIVE

we never stop believing in a better future and we celebrate what we are proud of now

Caring

we treat everyone with respect and kindness

chALLENGING

when we see things that aren't fair, we will campaign until we see real change

INCLUSIVE

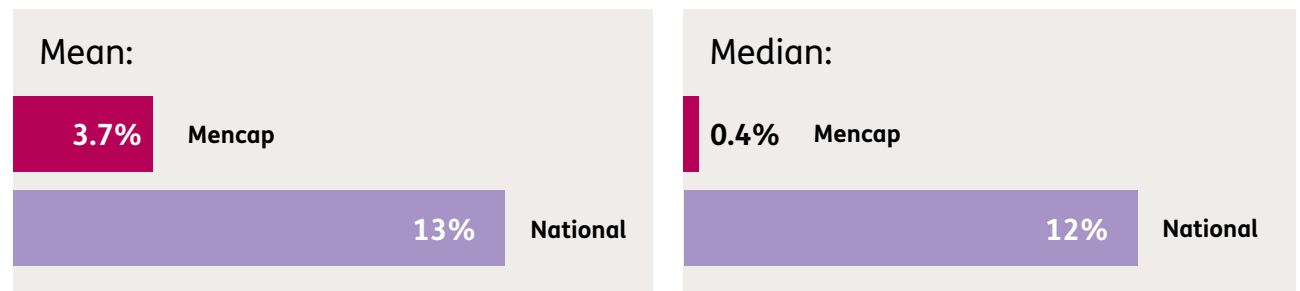
people with a learning disability are at the heart of everything we do

TRUSTWORTHY

when we promise something, we don't let people down

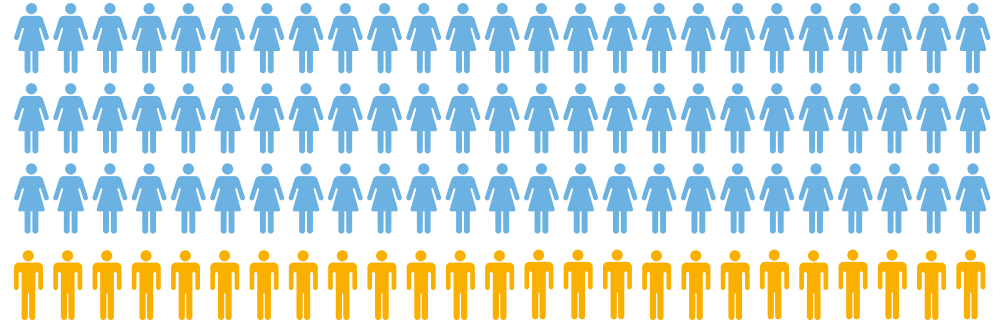
- The UK Social Care sector is mostly made up of female employees and the sector is often considered to be low paid, low skilled work – which we absolutely do not agree with.
- Our gender pay gap is similar to peer organisations in the Health and Social Care Sector.
- Our gender pay gap for 2019 is as follows:
 - Mean 3.7%
 - Median 0.4%
- Based on the figures currently available for 2019, with over 500 companies reporting in December 2019, the mean national gender pay gap is 13%.

Gender pay gap for 2019

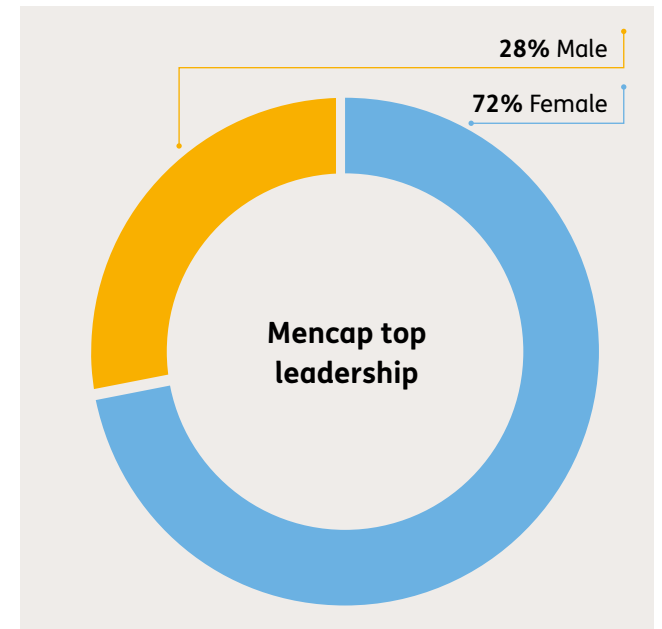
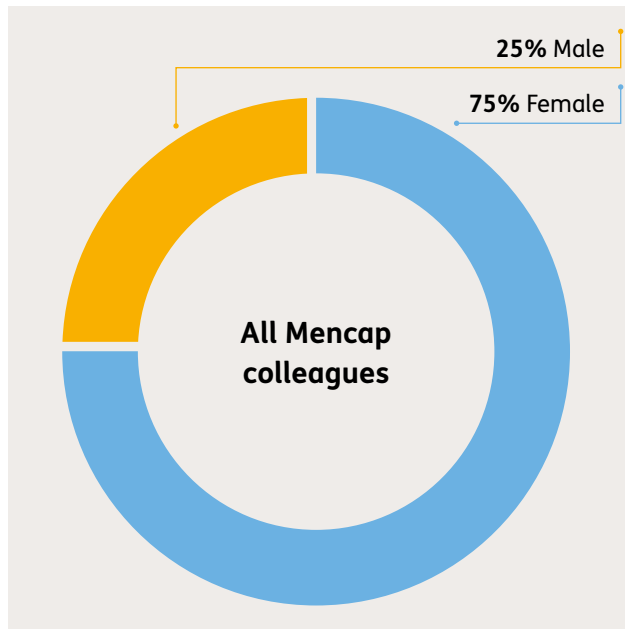




● 75% of our colleagues are female.

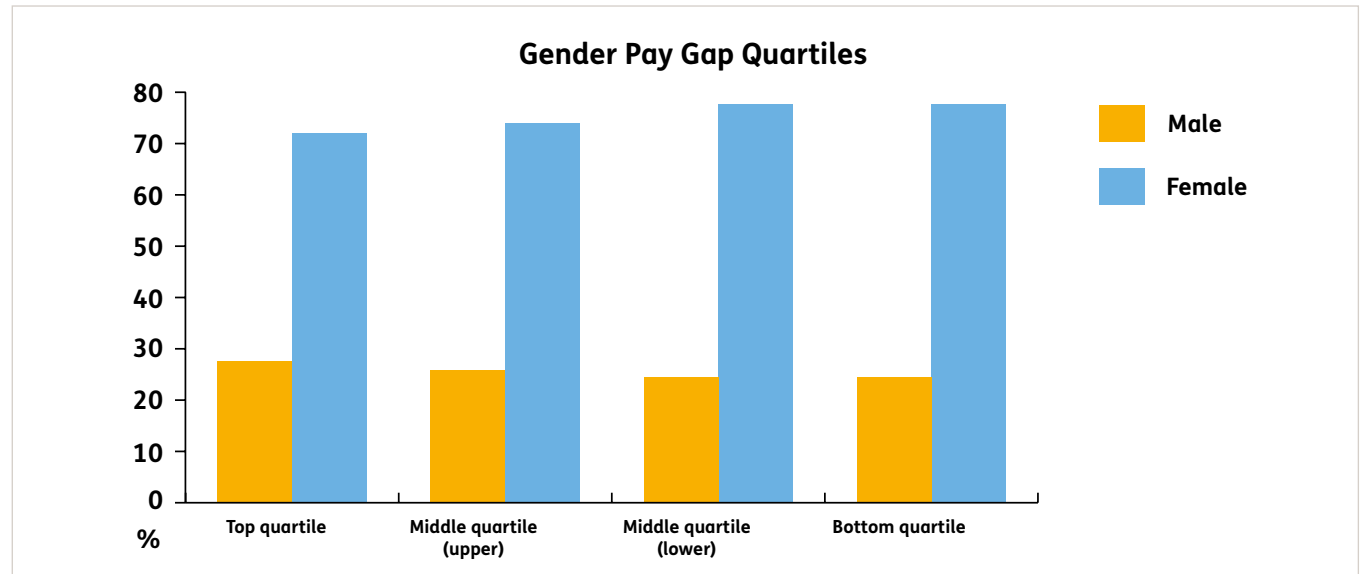


Throughout our organisation, as a whole, women fill three quarters of roles. **We are proud to say that this is true at the very top.** Our top leadership here means everyone in the highest quartile of our pay gap data





- Our mean pay gap decreased by 1.4% from 5.1% last year, and our median pay gap decreased by 4% from 4.4% last year.
- The improvement of our gender pay gap is a result of positive changes in our lower two quartiles. The increase in the National Living Wage of 4.9% contributed to a balancing of male and female pay across lower two quartiles. The other factor was that the majority of our colleagues in the higher two quartiles did not receive their pay award until October 2019.
- 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) 26% male to 74% female; Middle quartile (lower), 24% male to 76% female, Bottom quartile 24% male to 76% female.



We are committed to exploring and closing our gender pay gap. We are aware that:

- 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 16% gap.
- Unfortunately, like many companies, higher up the organisation the balance of women to men changes. Additionally, 80% of our direct support roles are filled by women.



What we have done

Our strengths support the actions we have taken to respond to our gender pay gap:

- We have company values that are understood and lived by our workforce. These influence and shape everything we do.
- We have leadership on inclusion from the very top - our trustees and executive board are committed to enacting a programme of equality, diversity and inclusion improvements.
- We are a Disability confident leader and aim to be a model employer of people with a learning disability.
- We are in the middle of deploying an organisational transformation programme, including a focus on planning for the future and digitally connecting our colleagues. We recognise the benefits an inclusive and representative workforce will bring to our strategic aims.
- We continue to participate in Pride events around the country and have an inclusive leadership framework.

In 2019, we have taken the following steps as part of our holistic approach to Equality, diversity and inclusion:

- Improved our family friendly policies and further increased our maternity provision.
- Conducted analysis to gain a holistic view of opportunities for improved equality across the organisation; we have worked on building capacity to continue this analysis and are conducting focus groups with colleagues on a variety of issues.
- Appointed qualified professionals such as an Organisational development manager and Equality, diversity and inclusion officer to design and coordinate a programme of diversity and inclusion work.
- Committed senior leadership and Board of trustees to a full equality, diversity and inclusion strategy and three-year work plan.
- Developed new tools for addressing 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 inclusion network to empower a group of colleagues from across the organisation to promote and drive forward the equality, diversity and inclusion agenda.
- Delivered a pay award for colleagues in addition to the National Living Wage increase.



Our Next Steps

In 2020, we are continuing our research as well as investigating other pay gaps to give us a broader picture of what's going on. This will support our holistic equality, diversity and inclusion work. We are doing this across Mencap to drive this holistic approach, and includes 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.
- 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.
- Promote 'intersectionality' across the organisation, for example by focusing on the experiences of Black, Asian and ethnic minority females and across other identities.
- 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. Although our pay gap has decreased, we are committed to exploring and reducing all inequality within our organisation. We will build a broader understanding of potential inequality and seek opportunities for inclusion by addressing all types of underrepresentation. The resultant work plan includes specific corporate actions to close the gender pay gap, which will be a key theme within our wider equality, diversity and inclusion strategy.

