



# **GENDER PAY GAP REPORT 2022/23**



Edel Harris, Chief Executive

## MESSAGE FROM EDEL

Building an equitable, diverse, inclusive workplace remains a priority for Mencap. It takes deliberate and sustained commitment and action. One action is to continue to collate and use our people data to measure our progress on inclusive recruitment, retention, and development of all our people and the progression of those from underrepresented groups. Reporting our gender pay is one of the metrics to track our progress.

There is a slight increased gap between male and female pay over the past year but we note that research shows the impact of the pandemic identified “women’s jobs are 1.8 times more vulnerable to this crisis than men’s jobs.”

We do not pay people differently based on their gender, but we acknowledge Mencap still has too few women at senior levels of the organisation. Fixing this lack of representation matters to us. It is the right thing to do, and we know that a workplace that more accurately reflects the communities we serve, is better for our people and the people we support.



## IN SUMMARY

- We continue to have a small gender pay gap compared to the UK average.
- This estimate includes furloughed employees who were paid 100% of their contracted hours during lockdown and is based on actual payments made to the employee from company payrolls and the hours on which this pay was calculated, which in the case of furloughed employees are their usual hours.
- Our Equity, Diversity and Inclusion Strategy is focused on achieving equality through equity – acknowledging the existence of current and historical inequalities and proactively putting in place positive action and adjustments to remove these barriers to equal access and putting in place opportunities for everyone we work with and for.
- The U.K. Social Care sector is a predominately female workforce, and the sector is often considered to be low-paid, low-skilled work. However, Mencap's gender pay gap is similar to other organisations in the Health and Social Care Sector.
- We remain confident that the organisation's gender pay gap does not stem from paying men and women differently for the same or equivalent work.

## The mean and median explained

### Mean Pay Gap

The mean pay gap is the difference in the arithmetic average hourly pay for women compared to men, within our organisation.

all our men in order of the hourly rate at which they are paid, the median pay gap is the difference between the hourly rate for the middle woman compared to that of the middle man.

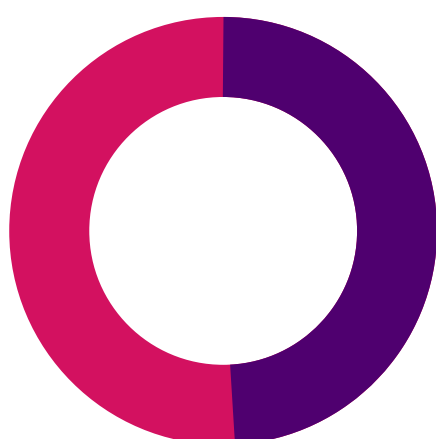
### Median Pay Gap

The median represents the middle point of a population. If you lined up all our women and

The mean and median are important metrics and need to be looked at together. However, the mean can be skewed by fewer individuals earning more in the upper ranges.

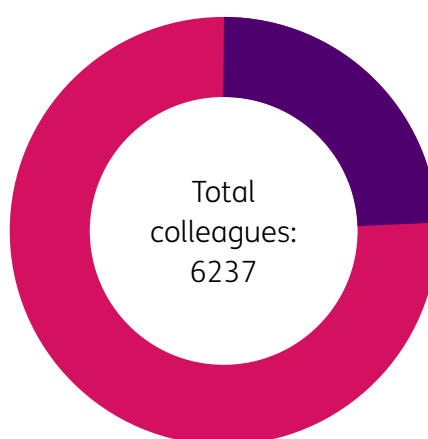
## Mencap workforce population

UK national diversity



- Male: 49.5%
- Female: 50.5%

Mencap diversity



- Male: 24.4% (1525)
- Female: 75.5% (4712)

Representation gap

50%

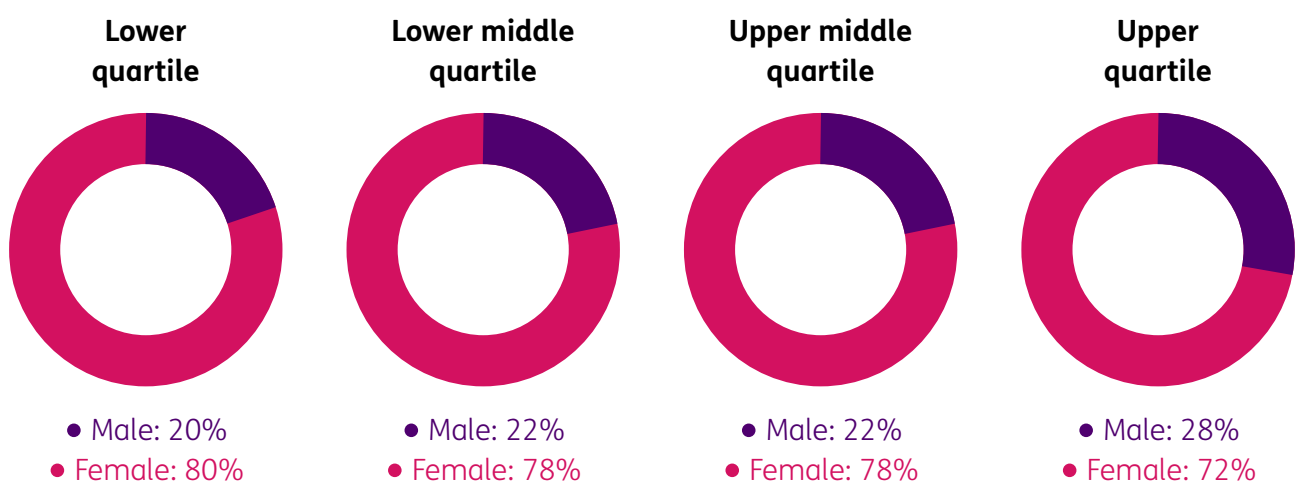
over-representation  
of women in Mencap





## OUR ANALYSIS

Proportion of males and females by pay quartile

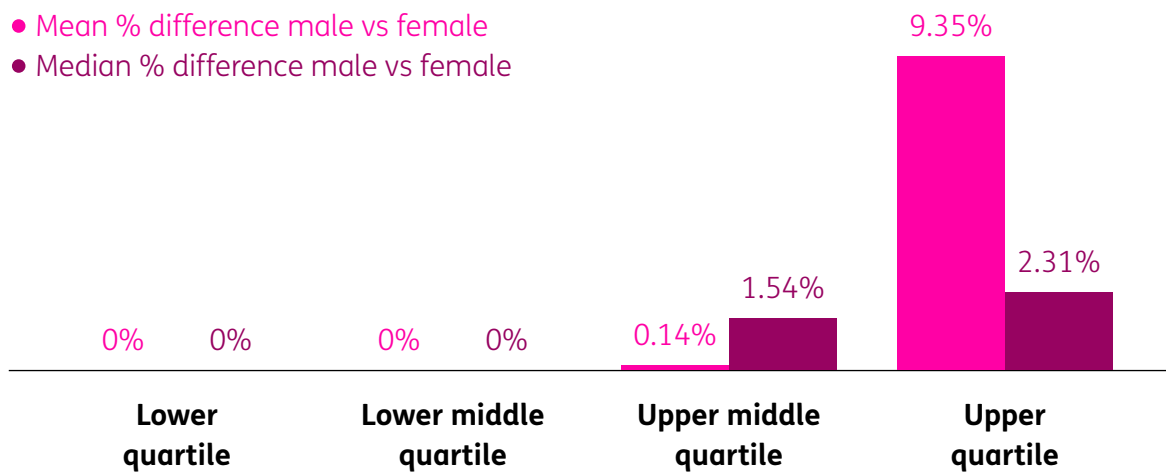


Mencap's overall workforce remains very disproportionately female with an overall ratio of 3:1 (women:men). This ratio is relatively consistent across the quartiles but ranges

from 2.6:1 (highest pay quartile) to 4:1 (lowest pay quartile). Compared to the overall population, women are 50% over-represented in the organisation.



## Mean and median pay difference between male and female

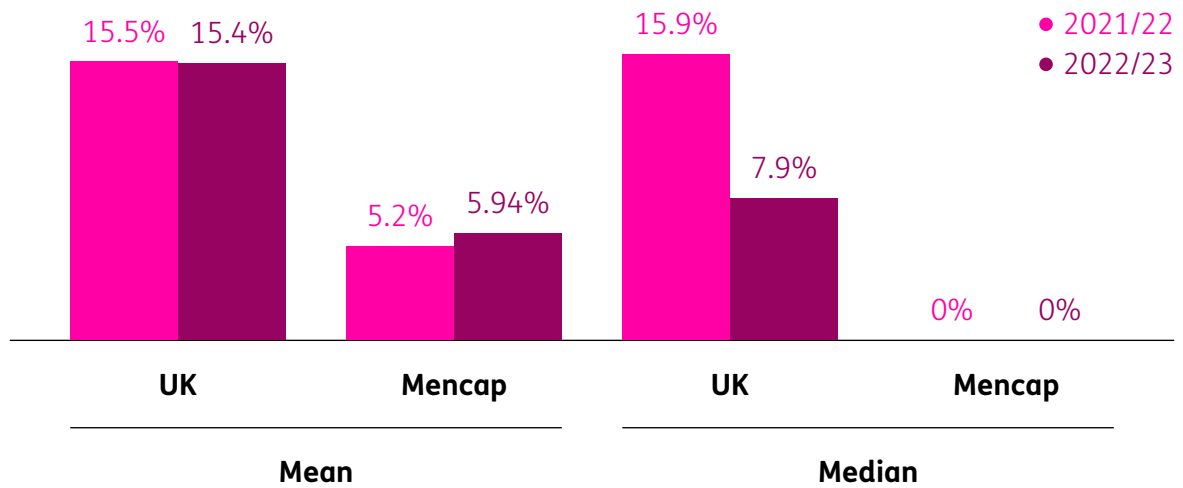


There is a negligible difference in average/mean pay between men and women in the lower three quartiles but a very significant difference in the upper quartile, with men receiving almost 10% more than women.

However, when looking at typical/median pay, the gap between men and women in the upper quartiles is far less significant than the average/mean.



# Gender pay gap trend



Overall, for 2022/23, there is a 5.94% mean and **0% median** gender pay gap in Mencap. The mid-point hourly rate is £9.09 (given the scale of the workforce in support worker roles).

Our mean pay gap increased by 0.74% from last year, and our median has remained unchanged.

In the quartile analysis, female colleagues occupy 72.0% of the highest paid jobs and 80.0% of the lowest paid jobs. This demonstrates the inverse proportion of men in the top paid section of the workforce compared to the over-representation of female colleagues in support worker roles.





## WHAT WE HAVE DONE

Pay is just one part of the story. Systemic and structural inequalities are also contributing factors for job insecurity, higher risk of being under-employed, as well as facing discrimination in the workplace. This is further impacted where there are overlaps with other minority identities.

We have continued our work to remove barriers and inequalities for women and other marginalised groups. We have:

- Through our EDI leadership development programme, continued to educate, raise awareness and build cultural competency to identify and remove barriers to equalities. This includes continuing to promote awareness and inclusion around sexual orientation and gender identity.

- Through equitable recruitment processes and positive action, developed gender neutral and diverse toolkits and information to minimise the potential for gender bias to attract and increase representation of women in senior positions.
- Developed and supported managers to use a 'People Impact Analysis' process to assess the impact of changes on teams and colleagues.
- Strengthened the Women EDI network subgroup to provide a safe space for women to share their experiences and support each other but with the support and sponsorship of an Executive Director.
- Launched the Mutual Mentoring and Leadership sponsorship programme targeted at under-represented groups and designed to support and spotlight colleagues' potential and talent to aid career progression.
- Ongoing review and evaluation of people management policies and procedures for equitable access to resources, support and opportunities in the workplace and for progression and development.





## NEXT STEPS

- Whilst we know that pay gaps are not solely due to organisational policy and processes, Mencap accept that these are a reflection of overall structural and systemic barriers in the U.K. which discriminate against and exclude particular groups to different extents.
- To tackle and reduce these inequalities, we will continue to work to understand root causes, and take a holistic approach to develop and embed Equity, Diversity and Inclusion in the way we work, think and behave. We will:
- Maintain existing accreditations in Diversity and Inclusion recognised industry standards and report on progress.
- Continue to collate and use our people data to measure our progress on inclusive recruitment, retention and development of all our people and the progression of those from under-represented groups.
- Use our people data to identify colleagues with other layers of diversity and how this affects their experience, pay and progression in Mencap.
- Set and report on our progress against published targets for improvement for attraction, development and progression of under-represented groups.
- Continue to take positive action to promote management development, mentoring programmes and inclusion awareness initiatives to support career advancement for women and all under-represented colleagues.
- Continue to educate and raise awareness among our workforce, to adopt an equitable mindset and embed inclusion in their way of working and behaving.
- Develop inclusive leadership, tackle unconscious bias, together with progressing the development of other resources that encourage broad colleague thinking and enhance our culture.
- We will also include EDI indicators in our employee survey to provide a baseline measurement and better understanding of the people experiences.
- Utilise EDI sub-groups in developing action plans to address the gender, ethnicity and disability pay gaps and other areas of inequality.

# CONCLUSION

Recent times have presented some unprecedented challenges for all organisations, with events that have highlighted existing social inequalities during Covid-19. With signs of recovery, we can now focus our attention on our long term strategies to build a sustainable and inclusive organisation. Equity, diversity and inclusion, wellbeing and transparent reporting are all essential to drive change and hold ourselves to account.

