

# GENDER PAY GAP 2020

**As a human rights organisation we believe in equality of opportunity for all. Similarly, as a progressive employer we know that treating all our colleagues fairly and working together through shared principles and behaviours is the right thing to do and also enables us to achieve the best possible outcomes for children. Gender equality and removing gender pay gaps are important components of our Diversity and Inclusion Strategy.**

The gender pay gap is a measure that compares the difference between the average earnings of men and women in an organisation, expressed as a percentage of men's earnings. It is not a measure of equal pay, which is the difference in pay between men and women for doing the same or equivalent jobs.

UK employers with 250 or more employees are required to publish specified measures of their gender pay gap annually. We welcome this transparency that upholds equality of opportunity and fairness for all and promotes equality, diversity and inclusion in the workplace.

Our latest gender pay gap report is based on data from 5 April 2020. We employed 296 full-time equivalent people with 67 (23%) being men and 229 (77%) being women. Unlike many UK

organisations, the representation of women is high at all levels of our organisation, including in our senior leadership roles, with women representing more than 74% of staff in all of our pay quartiles. This helps to explain why our gender pay gap is comparatively low compared to the not-for-profit sector and the wider UK economy.

This year's report has been delayed by the COVID-19 crisis that affected the statutory reporting deadline by six months. For many employers, it has also disrupted comparisons with prior years due to restructuring and the impact of the government's furlough scheme. When furloughed at the statutory, lower rate of payment, employees are to be excluded from this year's analysis. Fortunately, because the United Kingdom Committee for UNICEF (UNICEF UK) only furloughed small numbers of employees and we made up their pay to 100% of their normal rate, we can include them all in this year's analysis.

This data reflects gender identity as it is disclosed. However, the current government reporting arrangements do not allow us to reflect individuals who do not self-identify as men or women. We are presently exploring what arrangements we could put in place to enable this.

## Gender Pay Gap Measures

Our 2020 gender pay gap is as follows:

**0%**  
**Median**

The median is the middle value when all the values are arranged from highest to lowest and so this is a better measure of any gap for the typical employee. So, our median women employee is paid the same as our median men employee.

**6.8%**  
**Mean**

The mean pay gap shows the percentage gap in average salaries of men and women. It considers the full range of pay in the organisation. The mean is influenced more by the highest and lowest salaries in the organisation.

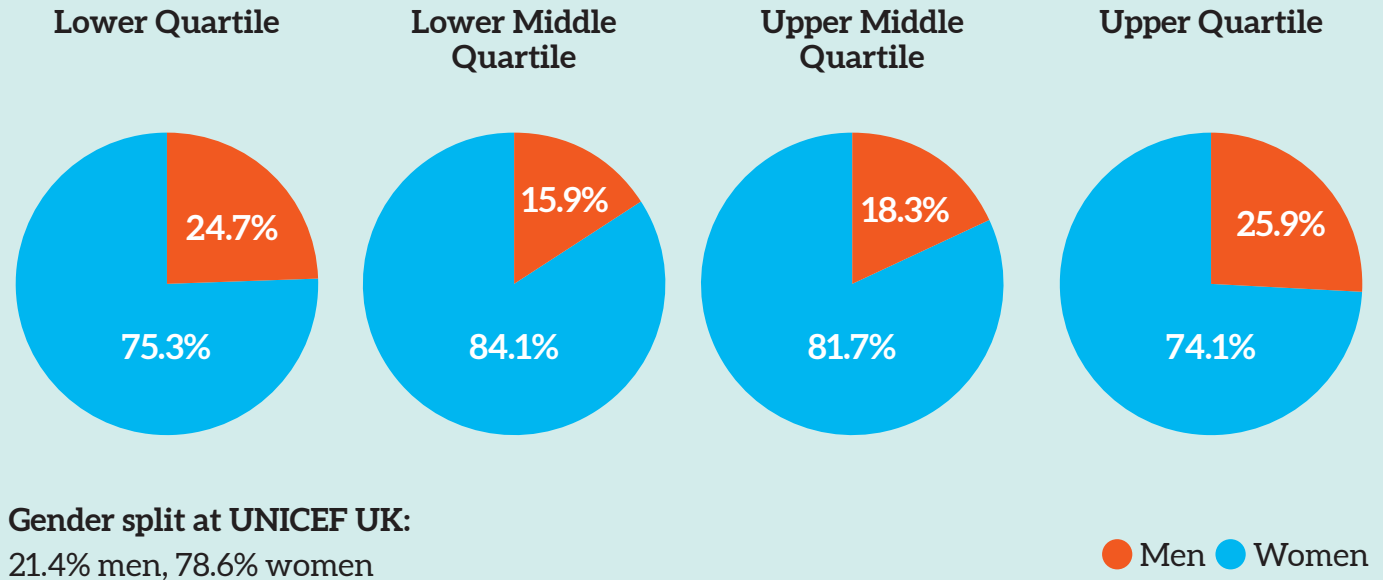
Our gender pay gap is significantly lower than the UK whole-economy median level of 15.5% (as reported by the Office for National Statistics (ONS) *Annual Survey of Hours and Earnings, 2020*). It is also lower than the mean for the not-for-profit sector (17.8% as reported by ONS 2020 survey).

This year we are reporting a significant decrease in our median pay gap and a slight decrease in our mean pay gap (in 2019, the median figure was 10.1% and

the mean gender pay gap was 7.7%). We are pleased by this diminishing gap and believe that our diversity initiatives have helped to achieve this, especially through appointing more women to roles in the top pay quartile. We remain committed to addressing the gender pay gap sustainably. In a relatively small organisation we expect to see year-on-year variations in the gender pay gap and, especially, change in the pay gaps across the pay quartiles as our employee population shifts.

## Gender pay quartiles

A pay quartile represents a quarter (25%) of the workforce, ranked by their hourly pay rate. The pay quartiles are then broken down by gender. The proportion of men/women in each quartile at UNICEF UK is as follows:



## Additional payments

UNICEF UK does not currently operate a bonus scheme. However, the legislation requires us to report the following:

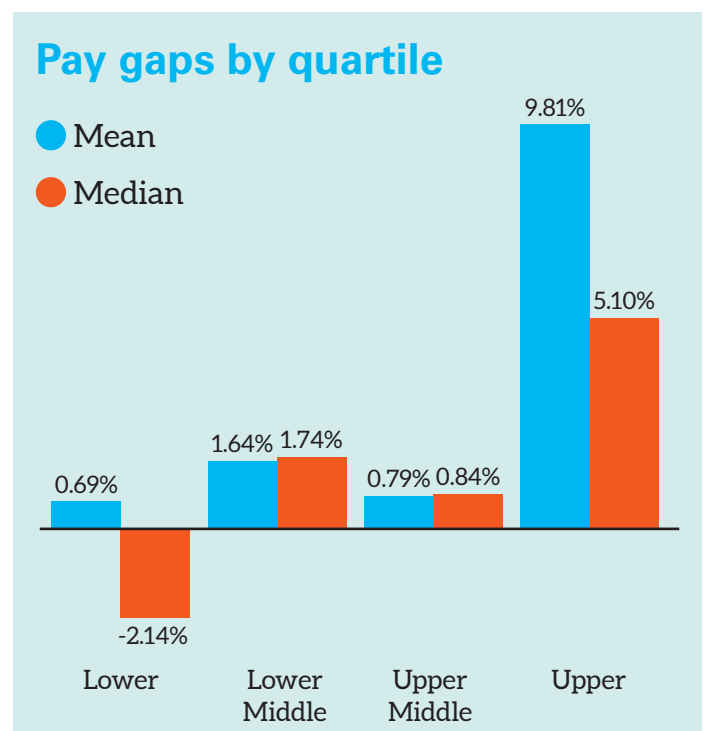
- The mean gender bonus gap is: **0%**
- The median gender bonus gap is: **0%**
- The proportion of men employees receiving a bonus is: **0%**
- The proportion of women employees receiving a bonus is: **0%**

## Understanding the gap

Observing a decrease in both our mean and median figures from April 2019, we interrogated our data to understand the change. 2020 was a difficult year for many employers struggling to operate during a global pandemic. Our organisation experienced a pay freeze in 2020, however we topped up salaries for furloughed roles.

We have a much higher representation of women across all pay quartiles (ranging from 74.1% to 84.1%). This year there has been a significant shift in the proportion of women in the upper quartile and men in the lower quartile – both increasing by more than 5%. This is a large shift by market standards and is likely to be the largest contributing factor to our reduced pay gaps this year.

Our excellent range of flexible working and shared parental policies and benefits are also having a positive effect on our gender pay trend. Analysis of each quartile below shows the upper quartile is now the only level at which we have any significant gender pay gap. We have a greater proportion of men in this quartile, reflecting the pattern in the wider UK labour market. In UNICEF UK, this compares adversely against the other quartiles where the pay gap is negligible.



## Our commitment and actions

We have implemented many positive changes since our previous gender pay gap report in April 2019, and indeed over the past 12 months - many will not yet be captured in this reporting period. We remain committed to gender equality with actions including these:

- In 2019 we made a sector-leading move by equalising our parental leave and pay provisions for all employees; giving 52 weeks leave and pay for 39 weeks, at different rates, to all employees who are new primary caregivers. This benefit is provided regardless of gender or sexual orientation or the route to parenthood. Women's disproportionate responsibility for care and domestic labour impacts their ability to enter, return or progress at work on an equal footing with men. Through parental leave and progressive policies, we're addressing gender stereotyping and ultimately reducing the gender pay gap.
- Our reward practices are transparent internally. We share the salary ranges available within different pay bands and the job levels of all our roles and the detail of our job evaluation scheme. The Equality and Human Rights Commission supports such transparency, providing research evidence that it is associated with the lowering of gender pay gaps.
- We will use a portion of our annual pay award to fund the upward movement of some of those employees at lower positions in their pay ranges relative to the midpoint or market rate over the next two years. This should benefit the relative pay position of less experienced employees in their pay range. Women tend to have shorter service than men and on average are at a lower position in pay ranges than men.
- Understanding the drivers of our gender pay gap has prompted us to strengthen our recruitment practices, in particular around salaries, to reduce the likelihood of gender pay differentials being imported from the external market.
- Our Diversity Action Group and our Board of Trustees will regularly review how changes in our workforce impact the gender pay gap and what further actions or adjustments may be needed.
- We are also moving to review the extent and causes of any pay gaps for other groups of our employees. Our Diversity and Inclusion Strategy recognises the importance of attracting and retaining diverse and talented people with the skills, ambition and drive to help us lead and deliver our plans. We continue to focus on increasing the number of Black, Asian and other Minoritised Ethnic (BAME) employees, and monitor how race and other diverse identities will have an intersecting impact on the gender pay gap. We are committed to reporting our Ethnicity Pay Gap in 2022.
- We will focus on inclusion as we develop and implement our talent management strategy, which will further our gender equality goals.

**Martyn Dicker**  
Director of People