

# 1. Overall trends

Across the whole organisation, the mean difference between men and women is XX% for Fixed Cash. This is marginally XXXX than the median UK national difference of XX% for full-time hourly earnings (excluding overtime) as published by the Office for National Statistics. However, this is XXXX than the UK national average of XX%, quoted by the National Equality Panel.

	Headcount			Mean Difference (%)		Statistically Significant	
	Females (% of total)	Male (% of total)	Total	Fixed Cash	Total Cash	Fixed Cash	Total Cash
All employees	20	80	XXXX	XX	-	Yes	-

However, these calculations do not take into account job type or size, so this does not necessarily indicate an equal pay issue is present. Yet, what this analysis does confirm is that there is a statistical significance inherent for Fixed Cash salaries. This means there is an imbalance in the overall salary compositions between men and women, and therefore an equal opportunities issue may be present.

## 1.1 Analysis by Division / Directorate

Of the divisions / directorates with the greatest Fixed Cash mean differences, XXXX has the smallest population, although the headcount is broadly even for Males and Females. XXXX and XXXX have the largest populations and the next greatest Fixed Cash mean differences and in both cases, Males account for around 80% of the total headcount.

Division	Headcount			Mean Difference (%)		Statistically Significant	
	Females (% of total)	Male (% of total)	Total	Fixed Cash	Total Cash	Fixed Cash	Total Cash
North	46.2	53.8	XXX	XX	-	Yes	-
South	46.2	53.8	XXX	XX	-	Yes	-
UK	28.6	71.4	XXX	XX	-	No	-
Business Services	47.4	52.6	XXX	XX	-	Yes	-
Head Office	20.7	79.3	XXX	XX	-	Yes	-
XXX	15.2	84.8	XXX	XX	-	Yes	-
XXX	20.1	79.9	XXX	XX	-	No	-

## 1.2 Analysis by Job Family

An analysis by Job Family assists in considering job / career type. The job families with the two greatest Fixed Cash mean differences vary somewhat in sample composition; XXXX being made up mostly by Females and XXXX being almost completely made up of Males. This, and XXXX is also similarly made up of Males, has a high mean difference, which may suggest an equal opportunities issue is present. Elsewhere, a number of the other Families that have large total headcounts show lower Fixed Cash mean differences.

Family	Headcount			Mean Difference (%)		Statistically Significant	
	Females (% of total)	Male (% of total)	Total	Fixed Cash	Total Cash	Fixed Cash	Total Cash
HR	60.0	40.0	XX	XX	-	Yes	-
Finance	2.6	97.4	XX	XX	-	Yes	-
Marketing	9.4	90.6	XX	XX	-	Yes	-
Supply Chain	14.3	85.7	XX	XX	-	Yes	-
XXXX	7.4	92.6	XX	XX	-	No	-

## 1.3 Rated as Equivalent Analysis – By Grade / Band

A 'Rated as Equivalent' analysis has been conducted, based on your job bands / grades. The analysis shows that the Fixed Cash mean difference between men and women is markedly less when job size is taken into account.

Grade / Band	Headcount			Mean Difference (%)		Statistically Significant	
	Females (% of total)	Male (% of total)	Total	Fixed Cash	Total Cash	Fixed Cash	Total Cash
A	15.4	84.6	XX	XX	-	No	-
B	39.5	60.5	XX	XX	-	Yes	-
C	31.0	69.0	XX	XX	-	No	-
XX1	12.9	87.1	XX	XX	-	Yes	-

The greatest mean differences in favour of men are in bands XX and XX. The greatest mean differences in favour of women are in bands XX and XX, where Males account for over XX% of the total headcount.

## 1.4 Like Work Analysis

A 'Like Work' analysis has been conducted based on Job Family and Job Band. In total, the following twenty-five Families / Bands have a mean difference greater than 5%:

Family / Band						
XXXX1	XXXX1	XXXX1	XXXX1	XXXX1	XXXX1	XXXX1
XXXX1	XXXX1	XXXX1	XXXX1	XXXX1	XXXX1	XXXX1
XXXX1	XXXX1	XXXX1	XXXX1	XXXX1	XXXX1	XXXX1

Each of these Job Families / Bands is listed in section 6. The ten comparisons with the highest cost to resolve are shown below:

Family / Band	Headcount			Mean Difference (%)	Statistically Significant	Cost to Resolve (£)
	Females (% of total)	Male (% of total)	Total	Fixed Cash	Fixed Cash	Fixed Cash
HR – Band A	9.1	90.9	XX	XX	Yes	XXX,XXX
Finance – Band C	6.5	93.5	XX	XX	No	XXX,XXX
XXXX / XX1	16.9	83.1	XX	XX	No	XXX,XXX
XXXX / XX1	11.1	88.9	XX	XX	No	XXX,XXX

The cost to resolve is high due to the size of the lower-paid populations. For the top ten Family / Bands, this accounts for a headcount of XXX Males, compared to XXX Females in the higher-paid populations. However, further analysis of each Family / Band using sections 4 and 6 of this report often helps to explain what is driving each pay difference.

For example, within XXX XX1, XX Females working in the XXXX, appear to be paid significantly more than both Males and Females in other Directorates within XXXX XX1.

## 1.5 Conclusion

Across the whole organisation, the analysis indicates notable pay differences between women and men. These pay differences vary somewhat by Division / Directorate, with XXXX having the greatest pay differences. Likewise, when considering job / career type via the Job Family, there are some notable pay differences, particularly in XXXX.

However, taken on their own, these figures can be misleading since they do not take account of job size. When job size is introduced into the analysis, the differences become markedly less, although this does not necessarily mean few pay differences exist. Indeed, many of the 'Like Work' and 'Rated as Equivalent' comparisons still have pay differences that are greater than is generally considered acceptable (i.e. greater than 5%).

Although there are exceptions, it is also interesting to note that:

- On a 'Rated as Equivalent' basis, the populations with the XXXX headcount (that are largely made up of Males) generally have the XXXX pay differences.
- On a 'Like Work' basis, many of the XXXX pay differences are in relatively XXXX populations.
- On a 'Like Work' basis, the XXXX paid populations often have significantly XXXX Standard Deviations, highlighting the differentials may not be driven solely by Gender.
- Across differences Job Families but within the same Grade / Band, significant pay differences exist between Males and Females.

### 1.5.1 What may cause a pay difference?

A number of factors may cause the pay differences highlighted in this report. For example, differentiating pay based on age might be direct discrimination and based on service might be indirect discrimination. However, taken together age and service could indicate experience, which in some circumstances might be a justifiable reason for differentiating pay.

# Impact analysis (Top 10)

Like work

Gender	Base Salary				
	Male	Female	Mean Diff	Stat Sig	Cost to Resolve
	(£'000s)	(£'000s)	(%)		(£'000s)
Human Resources D	49,877	44,025	13.3	Yes	<b>158,001</b>
Consulting E	41,671	43,265	-3.8	No	<b>132,331</b>
Customer Services E	36,333	31,244	16.3	Yes	<b>122,126</b>
Human Resources F	28,253	25,109	12.5	Yes	<b>116,326</b>
Office Services E	37,161	30,616	21.4	Yes	<b>111,269</b>
Legal C	100,000	75,254	32.9	Yes	<b>74,237</b>
Planning F	29,453	26,019	13.2	No	<b>61,820</b>
Marketing F	29,511	25,706	14.8	No	<b>60,885</b>
Finance G	19,360	18,287	5.9	No	<b>60,099</b>
Supply Chain C	73,222	67,664	8.2	No	<b>16,676</b>

# Overall analysis

# Gender

All employees					
			Base Salary (£'000s)		No. of people
			Mean	Sample SD	
Male			32,093	19,846	7,000
Female			30,565	14,305	3,003

## Mean Difference

5.0%

Grade	Male		Female		Difference (%)
	People (# / %)	Base salary (£'000s)	People (# / %)	Base salary (£'000s)	
A	11 (1%)	242,570	2 (1%)	188,944	28.4
B	40 (3%)	129,435	4 (2%)	144,328	-11.5
C	183 (15%)	79,017	30 (14%)	68,892	14.7
D	963 (80%)	52,909	182 (83%)	46,201	14.5

Job Family	Male		Female		Difference (%)
	People (# / %)	Base salary (£'000s)	People (# / %)	Base salary (£'000s)	
Customer Services	8 (1%)	184,058	1 (0%)	50,875	261.8
Finance	174 (17%)	32,527	164 (10%)	34,298	-5.4
Human Resources	163 (16%)	49,686	154 (10%)	31,696	56.8
Management	293 (29%)	19,222	499 (31%)	18,739	
Office Services	96 (9%)	51,484	39 (2%)	34,814	47.9
Supply Chain	285 (28%)	22,248	737 (46%)	19,942	11.6

Division	Male		Female		Difference (%)
	People (# / %)	Base salary (£'000s)	People (# / %)	Base salary (£'000s)	
Business Services	3,261 (43%)	37,223	511 (11%)	26,752	39.1
Group	307 (4%)	52,009	281 (6%)	33,149	56.9
Management	4,032 (53%)	27,744	3,865 (83%)	17,246	48.2
Overseas Services	3 (0%)	39,788	1 (0%)	16,077	147.5
UK Operations			1 (0%)	39,988	

Sample Demographics					
Length of service (years)	Male		Female		Difference (%)
	No. of people	Base salary (£'000s)	No. of people	Base salary (£'000s)	
0: 1	531	29,458	332	19,483	51.2
1: 3	1,375	26,446	915	18,044	46.6
3: 5	1,313	28,418	877	18,808	51.1
5:10	2,999	31,290	1,672	20,324	54.0
10:	2,917	37,708	1,343	20,081	87.8

# Overall analysis

## Gender

Performance	Male		Female		Difference (%)
	No. of people	Base salary (£'000s)	No. of people	Base salary (£'000s)	
Good	184	45,749	72	40,539	12.9
Exceptional	2,155	31,937	939	21,061	51.6
Poor	79	31,556	19	31,170	
Unknown	10	24,173	4	24,079	

Age (years)	Male		Female		Difference (%)
	No. of people	Base salary (£'000s)	No. of people	Base salary (£'000s)	
10:19	12	14,145	14	13,699	3.3
20:29	962	21,205	692	18,250	16.2
30:39	2,009	28,997	1,136	22,245	30.4
40:49	2,567	35,786	1,449	20,549	74.1
50:59	2,448	35,655	1,346	18,159	96.4
60:69	1,094	31,435	468	16,337	92.4
70:70	7	20,770	5	12,926	60.7
71:	37	18,920	29	13,957	35.6

# Full listing

# Like work

Job Title or Job Family & Level			
	Base Salary (£'000s)		No. of people
	Mean	Sample SD	
Male	41,671	6,012	83
Female	43,265	10,071	6

**Mean Difference** -3.8%

**Statistical Significant?** No

Division	Male		Female		Difference (%)
	People (# / %)	Base salary (£'000s)	People (# / %)	Base salary (£'000s)	
Business Services	9 (11%)	39,050			
Facilities Management	74 (89%)	41,989	6 (100%)	43,265	19.5

Sample Demographics					
Length of service (years)	Male		Female		Difference (%)
	No. of people	Base salary (£'000s)	No. of people	Base salary (£'000s)	
0: 1	1	43,000	1	52,910	-23.0
1: 3	6	41,452	1	39,748	4.3
3: 5	2	37,621	1	38,976	-3.6
5:10	31	41,714	2	34,746	20.1
10:	43	41,828	1	58,465	-39.8

Age (years)	Male		Female		Difference (%)
	No. of people	Base salary (£'000s)	No. of people	Base salary (£'000s)	
30:39	15	37,833	2	38,189	
40:49	28	40,717	4	45,803	-12.5
50:59	27	44,664			
60:69	13	41,936			

Performance	Male		Female		Difference (%)
	No. of people	Base salary (£'000s)	No. of people	Base salary (£'000s)	
Exceptional	4	42,771			
Good	21	42,091	1	32,861	28.1
Needs Improvement/Developing	4	42,014			
Very Good	53	41,370	5	45,346	-9.6