

# 2024 Gender Pay Gap Report

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## **Spurgeons Gender Pay Gap on 5 April 2024**

In 2017 the Government introduced a requirement that every organisation employing 250+ people must report a set of key data around gender and pay.

The calculation is based on a snapshot taken of the organisation; in the case of charities this is 5 April each year. Therefore, this report highlights some aspects of Spurgeons, and the methodology used that should be taken into consideration when reading the results.

Spurgeons has a clear pay and remuneration policy that seeks to live out our values of compassionate, fair and committed, recognising our colleagues as central to us living out our mission and realising our vision.

### **Before reading the results**

We seek to adhere to the best employment practices and do not tolerate discrimination. The gender pay gap should not be confused with unequal pay. The Charity Commission website comment on this matter is helpful:

“The gender pay gap should not be confused with unequal pay. Unequal pay is the unlawful practice of paying men and women differently for performing the same or similar work, whereas the gender pay gap is a measure of the difference between the average hourly earnings of men and women. Nearly all employers will have a gender pay gap this year, and for most, these gaps will not be the result of unequal pay.”

Spurgeons’ results are significantly influenced by the small number of men employed by the charity. In April 2023, out of 325 colleagues, only 22 were men. By April 2024, our workforce grew to 340, with 28 men. This indicates that we have recruited 6 men over the past year, aligning with our commitment to fostering a more diverse workforce. However, since our most senior employee was male at the time of reporting, the figures are somewhat skewed. The impact of this must be considered when evaluating our gender pay gap position.



## Our results - April 2024

Workforce numbers - (excluding anyone who did not receive their full basic pay because they were on leave).

Total number of employees	340
Female	312 (91.8%)
Male	28 (8.2%)

Pay figures – (based on gross pay including any regular additional allowances after reduction for salary sacrifice scheme).

Mean gender pay gap in hourly pay (difference between M & F – M are higher)	22.16%
Median gender pay gap in hourly pay	14.5%

The Government asks us to report on bonus payments, however, Spurgeons does not pay bonuses.

Mean bonus gender pay gap	N/A
Median bonus gender pay gap	N/A
Proportion of males and females receiving a bonus payment	N/A

Proportion of males and females in each pay quartile

Lower Quartile	3.5% Male 96.5% Female
Lower Middle Quartile	6% Male 94% Female
Upper Middle Quartile	7% Male 93% Female
Upper Quartile	16.5% Male 83.5% Female

## **How we intend to address our gender pay gap**

This report aims to contextualize Spurgeons' results, particularly highlighting the impact of employing a small number of men. This does not imply that we are satisfied with the current situation or inactive in our efforts to close the existing gap. With the support of our Board of Trustees, which comprised 9 women (including Special Advisors) and 5 men at the time of reporting, Spurgeons plans to continue implementing measures to promote greater pay equality.

### **1. We will promote the development of our culture and our colleagues.**

As part of developing our culture, we want Spurgeons to be a place providing opportunities and support where everyone is appreciated for their uniqueness, is motivated to take ownership and to learn from each other. Therefore, we encourage colleagues to bring their whole selves to work so each of us can gain from unique skills, talents and characteristics. All of which lends itself to a breadth of development opportunities across the organisation by sharing learning.

At Spurgeons we adopt the 70/20/10 approach to our learning opportunities, which means that 70% of learning is 'on the job' learning (learning while doing). This opens up possibilities for colleagues to work within project groups and alongside other roles which allows them to work outside of comfort zones and gives exposure to work that may ordinarily sit under gender specific stereotypical roles.

In our last Have Your Say employee opinion survey results, 81% of colleagues stated in the last year they had opportunities to learn and grow. We will continue to look at how we can provide greater opportunities to grow our own leaders within Spurgeons by providing development opportunities.

In our training programmes we also explore management accountability and discretion, fuelled by our cultural aim where people are motivated to take ownership. We appreciate uniqueness in terms of exploring feasible reasonable adjustments with team members to enable a flexible approach to individual's circumstances. This was represented in the last survey with 97% of colleagues saying, 'My line manager helps and supports me'. These training programmes are supported by relevant family friendly policies.

We seek to ensure all women, especially those who work part time or have family commitments, are not disadvantaged when it comes to learning opportunities for themselves.

In addition, we offer an online learning platform that offers a wealth of resources that allows people to learn at their own pace and in their own time, which increases opportunity for growth while offering flexibility to fit around other personal commitments.

Spurgeons 'listen to understand, without judging' is one of our six organisational behaviours, underpinning our culture and, demonstrating our dedication to being compassionate, committed and fair in our approach to a healthy and productive work-life balance.

## **2. We will continue to review our pay and reward system.**

Spurgeons has a clear pay policy that seeks to ensure that we pay people fairly (including a commitment to aiming to pay at least the Real Living Wage), and that we seek to minimise pay inequality between the highest and lowest paid employees. Our aim is that we remain no higher than a ratio of 1:5 in terms of the median FTE hourly pay rate (£16.57) and the top salary (£54.01). Currently we are still closer to a 1:3 ratio.

As part of an ongoing review of pay and reward we will seek to ensure no unintended gender bias and consider further how we can seek to address our gender pay gap. We are currently completing pay benchmarking which has previously confirmed that the majority of our colleagues were paid at market median and did not highlight any gender bias. We continue to undertake benchmarking for ad hoc roles as required and ensure we are paying within an appropriate range.

## **3. We will encourage the employment of more men, particularly in entry-level positions.**

Over the past year, male representation within Spurgeons has decreased from 7% to 5.9%. In 2023 we hired 11 males, in 2024 we hired 8 males. The decline may be due to several factors including last year's partial recruitment freeze and the impact of change management, which led to workforce reductions through redundancy.

Despite this, our efforts to attract more male applicants has had a significant impact, in 2024 there were 210 applications from males to 64 vacant posts giving an average of 3.28 male applications per vacancy. The total number of females that applied to vacancy posts in 2024 was 564, showing that males made up over 27% of applications. The data suggests that our recruitment strategies are beginning to make more difference in attracting more males to our vacancies.

The DfE estimates that in 2023, only 2% of people working in the family support or early years sector were male, in 2024 this figure decreased to just under 2%. These figures evidence that nationally, key factors contribute to the gender imbalance such as:

- Perceptions of traditional gender roles – the misconception that childcare and support roles are more suited to females remains a barrier.
- Fear of stigma – some males may feel discouraged from working in the sector due to societal attitudes.
- Lack of visible role models in the sector – the lack of male colleagues in these roles can deter potential applicants who don't see themselves represented.
- Pay concerns – the sector is traditionally lower paid compared to education
- Workplace culture and inclusion – being part of a predominantly female workforce can lead to feelings of social isolation, especially in smaller teams.

We remain committed to addressing these challenges through ongoing initiatives. We will continue to refine our recruitment strategies by:

- Using inclusive language in job adverts to encourage applications from all candidates
- Developing targeted recruitment campaigns
- Actively promote visible male role models within our workforce.
- Inclusive recruitment training.
- Engaging in data-driven analysis of recruitment trends to evaluate the effectiveness of our methods and identify areas for further improvement



#### **4. Ethnicity pay reporting**

We have been working on our ethnicity data to ensure we have the correct information for all colleagues. We have requested diversity information from 100% of our colleagues and now have 93% of their information recorded. As this was non mandatory a small percentage of our workforce (7%) made the decision not to provide this information.

Our aim was to start reporting on the ethnicity pay gap of our colleagues this year but due to intensive change management within our organisation we have decided to delay this until April 2026 to help us better understand the guidelines from the Government as these are currently emerging.

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