

# Gender pay gap report

We publish our gender pay gap figures on a government website each year. The purpose of this report is to summarise those results and to provide some further information about how we're doing against our long-term goals.

We strongly believe that a diverse and inclusive workforce is crucial to the long-term success of our business. We're committed to making improvements which we hope will close our gender pay gap.

## 2023



# Gender pay gap data

## Women's pay and bonuses compared to men's

Mean hourly pay gap

33% lower

Median hourly pay gap

42% lower

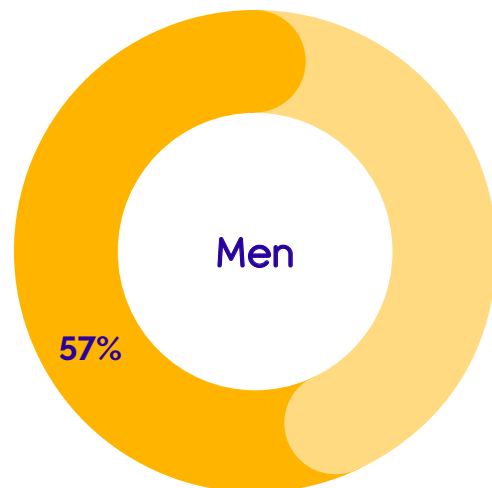
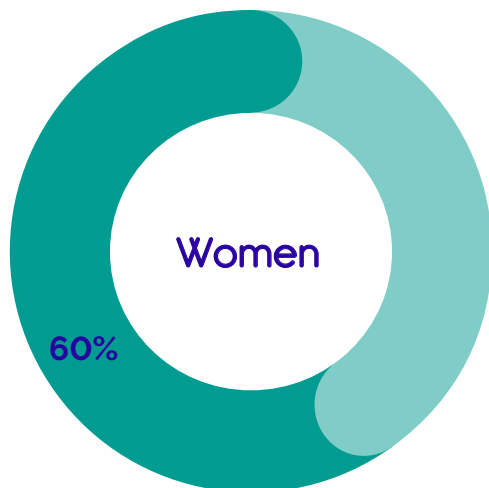
Mean bonus paid

57% lower

Median bonus paid

62% lower

## Percentage of colleagues who received a bonus



# Gender pay gap data continued

## Gender ratio by pay quartile

All salaries were worked out as an hourly pay rate and divided into four bands. In each quartile, the number of men and the number of women are compared. This is a way of showing how many women are in each of four equal pay brackets compared to men.



Lower

Lower middle

Upper middle

Upper

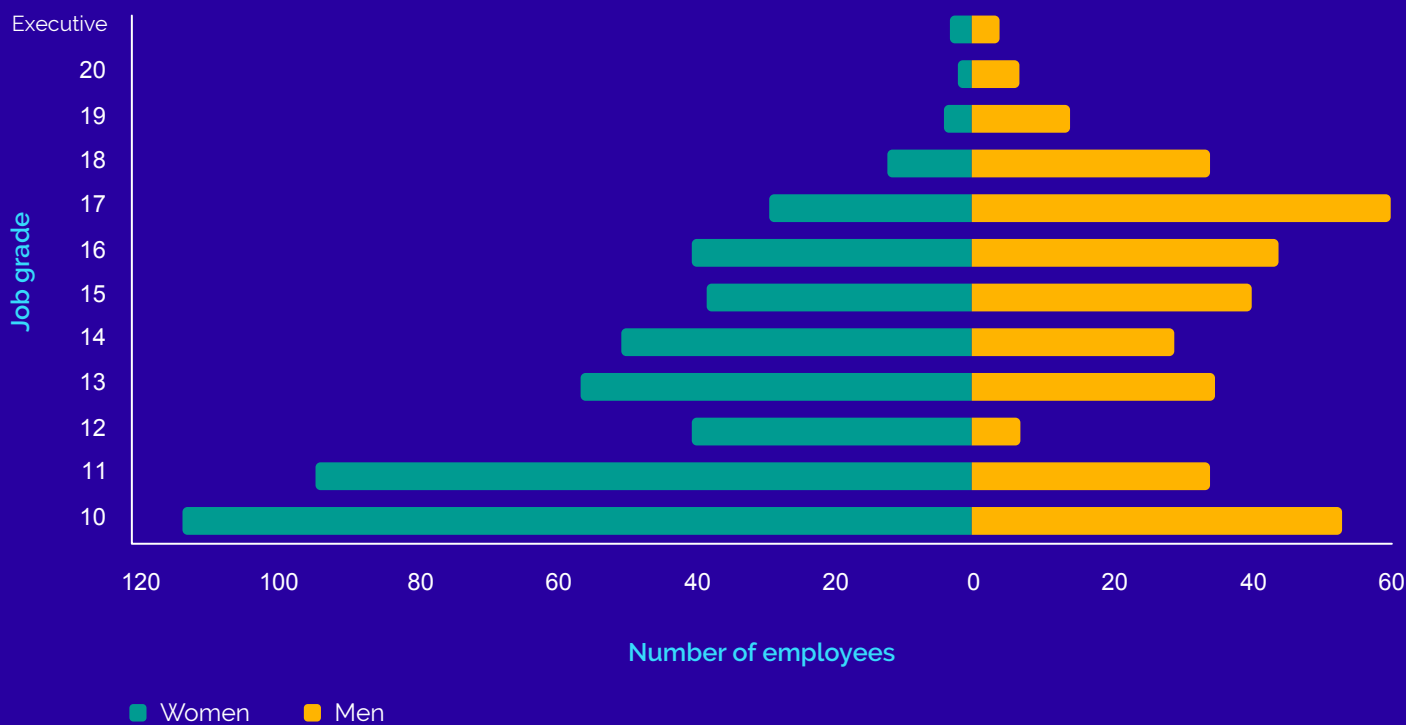
■ Women ■ Men

# The findings

Our gender pay gap shows an overall snapshot taken on 5th April 2023 and includes all colleagues employed directly by People's Partnership.

The average pay gap measurements, mean 33% and median 42%, largely reflect the disproportionate representation of men in our senior leadership population and, as we've reported in previous years, our decision to continue with our flexible working arrangements in customer service activities attracts predominantly female employees to join us. These roles tend to be at the lower paid levels of the company. The median has not changed since last year's report, which is disappointing. We are clear that our challenge is in increasing the number of women at the highest levels of our company. At this reporting point, 70% of our senior leadership population was male.

## Business shape and gender split



This graph illustrates the number of employees (X Axis) in each job grade (Y Axis), split by women on the left and men on the right. It shows a larger number of women employees overall. It also shows that there are more women in lower job grades, and more men in higher job grades.

Despite challenges, we have seen some progress. Over the past few years we've been focused on building the pipeline of female talent in the business, which has resulted in a strong population of women in the upper middle pay quartile (nearly half of that group) and over 43% of our management population are now women.

Two years ago, only 27% of women in the company received a bonus. In 2023, this has risen to 60%.

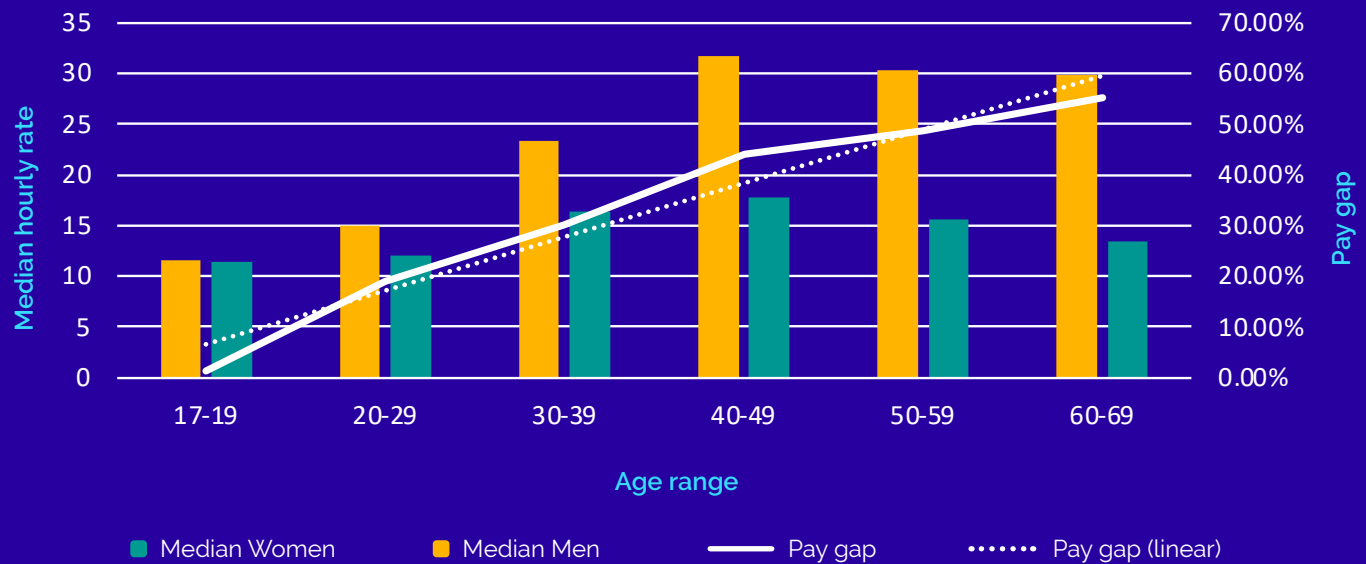
As with most companies, salaries of men and women are close to equal in people's early careers but the gap grows as people get older.

We have taken positive steps to close the pay gap within the business, including tailoring our vacancy advertising to make the positions more attractive to women as well as facilitating mentoring for female colleagues interested in working in our IT team. We will also be promoting that shared parental leave is an option, as one of the recognised reasons why women's pay falls behind is due to them taking time out of work for childcare or caring reasons.

# The findings continued

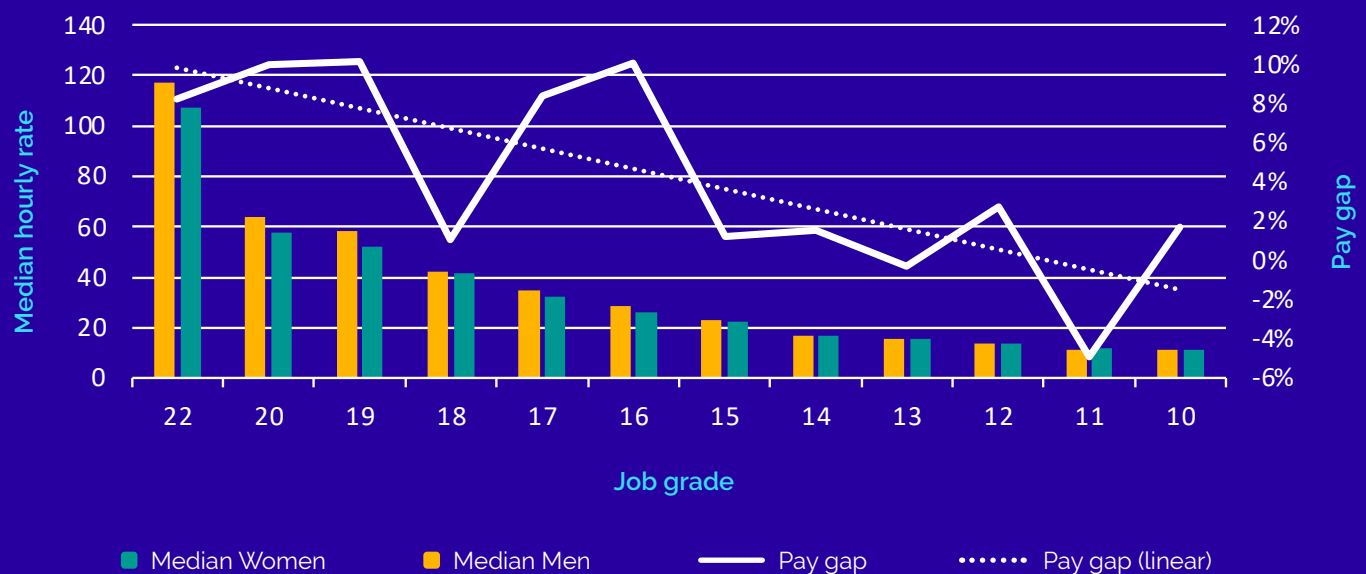
## Gender pay gap by age

The bars on this graph show the pay, grouped by men and women and then by age range. The pay gap percentage line shows us that the pay gap between men and women generally increases with age.



## Gender pay gap by job grade

This graph shows the job grade (X Axis) grouped by men and women. And the white line represents the pay gap between these two groupings. The dotted trend line tells us that generally, as the job grade level increases, so does the gender pay gap.



# Actions

We're committed to making improvements which we hope will close our gender pay gap.

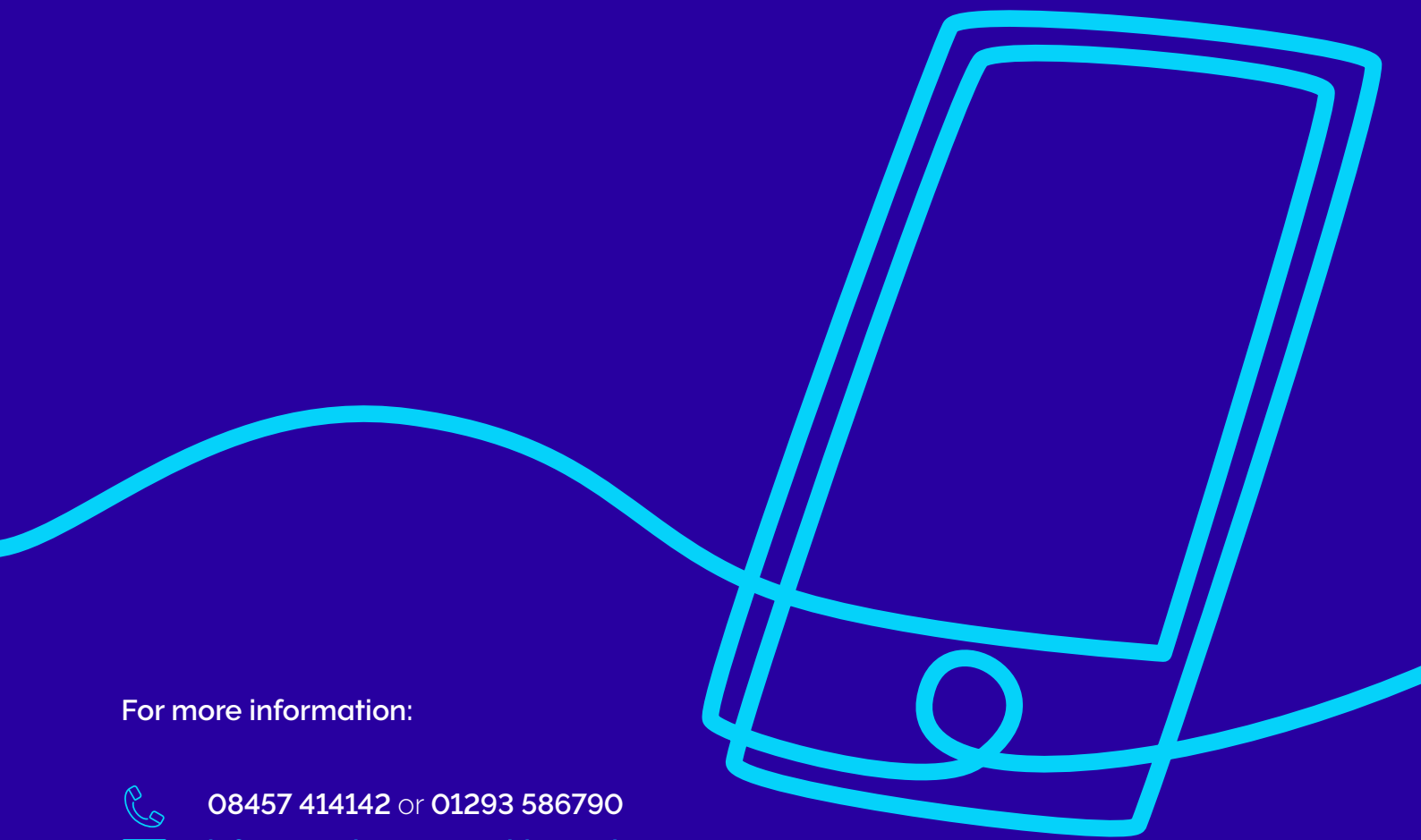
We believe we can make improvements by increasing the gender diversity in our more senior roles. We're supporting this by:

- Running our adverts through a gender-bias language checker to ensure that language used is as unbiased as possible
- Reducing the number of required skills, duties and responsibilities in job advertisements to make them more appealing to women, as research suggests men apply for a job if they have a only a proportion of the experience required while women apply only if they have close to 100%
- Undertaking a number of initiatives in the male-dominated Information Technology (IT) team to support female talent into the profession. These include working with Women in Tech to provide mentor and mentee experiences to our female colleagues, and creating two important partnerships with Techswitch and Wileyedge to support career change into Technology and source diverse early careers candidates.
- Working with The Returners' Hub which supports mid and senior level candidates to secure senior roles after career breaks.
- Launching an internal mentoring programme for women and non-binary colleagues looking to develop their careers.
- Promoting shared parental leave.

Our gender pay gap figures have been calculated in line with the regulations set out in the Gender Pay Gap Reporting legislation. I confirm that the figures are accurate.

Patrick Heath-Lay, CEO





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