

2023 GENDER PAY GAP REPORT

The logo for Samaritans, featuring the word "SAMARITANS" in white, uppercase letters on a green rectangular background.

Background

The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 introduced a requirement for all employers with 250 or more employees on a 'snapshot date' to publish details of their gender pay and bonus gap every year. This is the third year that Samaritans have been eligible to submit their data.

As such, Samaritans have published the following data:

- Gender pay gap - mean (average) and median
- Gender bonus gap – mean (average) and median
- Percentage of men and women receiving a bonus payment
- Percentage of men and women in each quartile of the organisation's pay structure

The data is based upon the snapshot date of 5 April with the requirement being for the data to be published on the organisation's website and the GOV.UK website no later than 4 April the following year and annually thereafter.

Equity, diversity and inclusion within Samaritans

Samaritans is strongly committed to greater equity, diversity and inclusion; and our strategy has this – and its renewed EDI commitment – interwoven throughout.

The Regulations require us to report on a binary definition of sex (which is assigned at birth - female and male) rather than gender (which is largely culturally, socially and personally determined). Therefore, for the purposes of this report, we have categorised our employees as either female or male based on the sex stated on their legal documents e.g., passport.

With that said, as part of our ongoing EDI commitment, we actively support all gender identities and recognise that some of our people may not identify with either 'gender' mentioned in this report.

2023 Gender pay gap report

Samaritans hereby publishes its annual gender pay gap report for the snapshot date as at 5 April 2023.

Workforce profile

As at 5 April 2023, Samaritans' workforce headcount was 333. The profile and overall gender split is:

MALE:	90 headcount / 27 %
FEMALE:	243 headcount / 73 %

As at 5 April 2022, headcount was 328, split as follows: Male 96 (29%) / Female 232 (71%) which represents a cumulative increase of 5 headcount in one year.

Gender pay gap – mean (average) and median

The mean pay gap is calculated by adding up the hourly pay of all the women in the business and dividing by the number of women. We then do the same sum for men and compare the two figures and show the result as a percentage (%).

Mean gender pay gap (average)		
Gender	Mean hourly pay	Percentage
Male	£26.30	
Female	£22.92	
Total		12.84% (Rounded up to 13%)

Our mean gender pay gap, as at 5 April 2023, is 13%

Compared to last year's report and the data we took on 5 April 2022, this represents an increase of one percentage point (12% in 2022), meaning the average female earns £0.76 more than the previous year, and the average male earns £1.01 more per hour.

The median pay gap is calculated by finding the exact middle point between the lowest and highest paid man in the business and the lowest and highest paid woman. We then compare the two figures and show the difference as a percentage (%).

Median gender pay gap		
Gender	Median hourly pay	Percentage
Male	£24.55	
Female	£21.27	
Total		13.38% (rounded down to 13%)

Our median gender pay gap, as at 5 April 2023, is 13%

Compared to last year's report and the data we took on 5 April 2022, we have seen an increase of seven percentage points (6% in 2022), which means a middle-ranking female earns £0.52 more than the previous year, and a middle-ranking male earns £2.43 more per hour.

Gender bonus gap – mean (average) and median

Samaritans did not pay any bonuses to its employees during the reporting year 2022/23 and the requirement to report on this is therefore not applicable.

Percentage of men and women in each quartile of Samaritans' pay structure

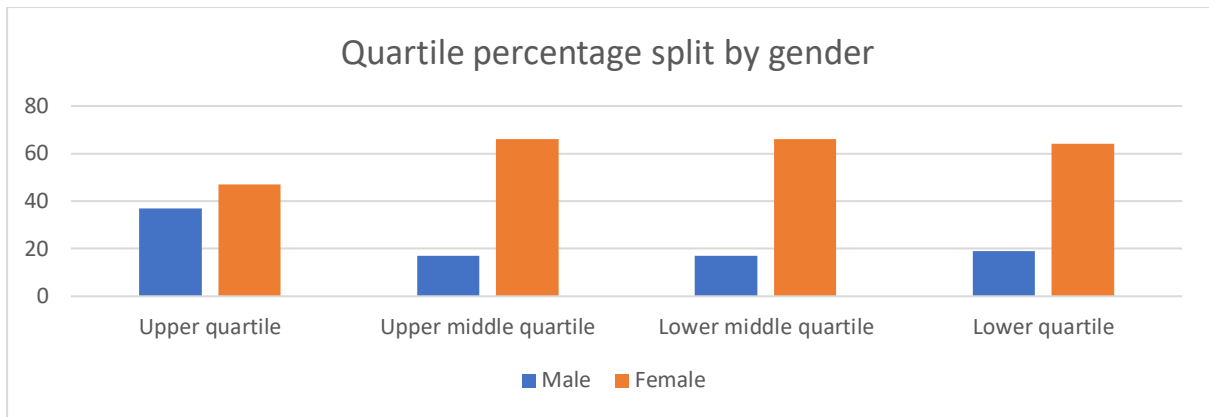
In order to determine pay quartiles, employees are arranged into four equal parts referred to as 'quartiles'. This spans from the lowest paid to the highest paid. The pay quartiles then show the proportion of male and female employees in each, ranging from the lowest paid quarter to the highest paid quarter.

Lower quartile				
<i>All employees whose standard hourly rate is within the lower quartile</i>				
Gender	2023 total employees	2023 percentage	2022 total employees	2022 percentage
Male	19	23%	13	16%
Female	64	77%	69	84%
Total	83		82	

Lower middle quartile				
<i>All employees whose standard hourly rate is more than the lower quartile but the same or less than the median</i>				
Gender	2023 total employees	2023 percentage	2022 total employees	2022 percentage
Male	17	20%	26	32%
Female	66	80%	56	68%
Total	83		82	

Upper middle quartile				
<i>All employees whose standard hourly rate is more than the median but the same or less than the upper quartile</i>				
Gender	2023 total employees	2023 percentage	2022 total employees	2022 percentage
Male	17	20%	20	25%
Female	66	80%	60	75%
Total	83		80	

Upper Quartile				
<i>All employees whose standard hourly rate is within the upper quartile</i>				
Gender	2023 total employees	2023 percentage	2022 total employees	2022 percentage
Male	37	44%	37	45%
Female	47	56%	45	55%
Total	84		82	



What is the difference between equal pay and gender pay?

Equal pay deals with the pay differences between men and women who carry out the same roles, similar roles or work of equal value. It is unlawful to pay people unequally because they are a man or a woman.

Gender pay illustrates the differences in the average pay between men and women. An organisation may have a gender pay gap if a majority of men are in top jobs, despite paying male and female employees the same rates of pay for similar roles.

Why does Samaritans have a gender pay gap?

2023 was an exceptional year in which Samaritans faced significant financial challenges and resulting organisational changes. This was in response to the global and UK markets remaining volatile due to the ongoing war in Ukraine, cost of living and ever increasing interest rates. Whilst we, and other organisations and businesses, continued to incentivise staff with additional benefits – both financial and non-financial - it became clear that employee priorities shifted towards base salary rather than benefits/total reward. As a result, the sector saw a historic shift in terms of pay negotiations with unprecedented strike action; as well as continuance of the “Great Resignation” and a candidate led recruitment market.

This inevitably affected our workforce both in terms of demographics, but also swings in the distribution of our staff across the quartiles. Samaritans has a far larger proportion of females (73%) than males in its workforce. Therefore, even minor changes to the numbers of males we employ will have a major impact on our gender pay.

Our male colleagues moved from being predominantly in our lower middle and upper quartiles, to more evenly through the lower, lower middle and upper middle quartiles. Our female population reduced in numbers from the lower quartile and increased to the lower middle and upper middle quartile. The upper quartile remained fairly similar to last year. So, while there is still a higher percentage of males in the top quartile, there is a more even distribution across the other levels of the organisation and it is the higher percentage of male staff in the top quartile that continues to be the main driver of the pay gap.

Whilst movement inevitably changes over time, we recognise there is more work to be done to ensure parity within the pay quartiles.

How does Samaritans' gender pay gap compare with that of others?

Samaritans are connected in with a number of different networks, and usually undertakes a lot of research to determine how our gender pay gap compares and what initiatives we can put into play to address the gap. This year we are one of the first organisations in our networks to have produced a gender pay gap report and although we are trailblazers in that respect it is difficult to compare and contrast data. With only 4 data sets available we have established that our median gender pay gap – at 13% - is towards the middle of the comparison range (5% - 19%); and our mean gender pay gap – at 13% - is towards the high end of the comparison range (10% - 13%) albeit there is only a 3% differential between the low and high end of the mean range.

Nationally, based upon analysis by Gapsquare for XpertHR, the mean gender pay gap is 12.3% across all organisations who have submitted their data. 25.5% of organisations in the charities/not-for-profit sector have a pay gap above the national average. Nationally, the median gender pay gap is 9.4% which is the same and/or similar to what it was 4-5 years ago and is 15.3% in the public/not for profit sector.

We will know more when other organisations undertake the 2023 Gender Pay Gap review and report on such after 05 April 2024.

What are Samaritans doing to address the gender pay gap?

Samaritans remains committed to reducing our gender pay gap by maintaining a long-term view of resourcing, developing and engaging our workforce. We recognised that some agreed actions would take time to make meaningful impact on our gender pay gap and we remain committed to them.

Below outlines the actions taken in the past 12 months, and identified actions to encourage gender equity at work over the next 12 months:

1.Flexible working and family friendly policies

Samaritans continues to be committed to flexible working, offering job share opportunities and providing enhanced family leave, all of which are critical enablers for improving the gender pay gap and encouraging women to move into senior positions. As an organisation we have adopted a hybrid working approach and senior leaders continue to model and champion flexible working patterns, including two senior female leaders in a job share role.

2. EDI Commitment and Plan

Over the past 12 months, the EDI Commitment and Plan became more embedded and positive action and change happened to both thinking and ways of working. We have seen positive changes across our teams, with increased attention and resource being given to EDI topics, and more discussion about the importance of diversity and inclusion. Teams have approached our EDI team with requests for learning and resources on a range of topics including tackling gender bias, and we have seen staff engage on training, talks and workshops on various topics including active allyship, neurodiversity and reasonable adjustments.

Over the next 12 months we plan to continue the implementation of our EDI plan, which includes an organisation wide roll out of updated mandatory EDI training to all staff and volunteers, and provide more opportunities for all staff to engage in EDI topics and make effective changes to their areas of work and influence.

3. Seeking greater awareness and responsibility from all

We continue to see greater responsibility and accountability for the gender pay gap from the Senior Leadership Group (which includes the CEO, Executive Directors and Assistant Directors/Heads of Service).

One of the Executive Directors has been designated EDI Champion and continues to work collaboratively with the EDI team in promoting and embedding our commitments. We have run two EDI workshops with senior leaders, with one focusing on the importance of inclusive leadership skills, which we have seen them put into practice. Our Learning and Development team have, additionally, are in the process of integrating this into the development of our organisation wide leadership development framework, which is currently in development. We have also seen employee-run sessions on Women in Leadership at our all staff events, raising the profile of the experiences of women leaders, different ways of working and support for women in the workplace.

3. Our Menopause Group

The Menopause employees group cited in last year's report continues to flourish and we are looking to scope opportunities for menopause-related resources for staff. This group is intended as a forum for anyone who would like to connect with others to share, support or learn more about menopause and peri-menopause. The group is open to anyone at Samaritans to join. The aspiration for this group is that it becomes a source of support and information for anyone impacted by menopause, anyone supporting someone who's impacted, or for those who want to find out more.

4. KPI data and metrics

KPIs and metrics have become a strong pillar of work over the past 12 months, though it is clear that the level of EDI data held on our workforce is not as complete as we would wish. As such a Data Verification exercise is scheduled for the end of 2023/early 2024 to confirm with our employees what data we currently hold on the system for them, as well as encourage them to input missing data. This will in turn enable us to accurately view, understand and deliver on our strategy in an inclusive way.

Recruitment statistics continue to be produced on an annual basis, though this is a manual activity and not automated. Over the next 12 months we will be seeking how our current Applicant Tracking System can aid statistical requests.

5. Adjusted our recruitment approach

We continue to 'show the salary' on all our advertisements. Citing salaries on adverts generates openness, trust, and honesty – and in turn reduces the gender pay gap. We will continue to seek to ensure our interview panels are gender diverse, accepting that this depends on availability.

We are currently working on our Employee Value Proposition and additional promotional work to encourage all to our organisation – this piece of work is still at its embryonic stage and our journey will take c18 months. Actions cited within this report will form part of the promotional work, bringing stories to life to attract a wider audience.

Whilst we would want to undertake anonymised recruitment as part of our recruitment approach, sadly we are not able to do this given the limitations of our current Applicant Tracking System (ATS). Therefore, when we seek to evolve our tech capabilities and potentially seek a new HRIS/ATS provider, this will become an essential requirement. In the interim, and going forward, we will consider suppliers who allow us to track diversity information at each stage of the recruitment journey in order to spot any unconscious bias and reduce it.

We will continue to ask about EDI commitments when we are interviewing prospective recruitment agencies and will partner with those agencies with a commitment to diverse hires in order to improve representation across the higher salary bands since agencies are only used for these posts.

We have been successful in gaining our Level 2 Disability Confident Employer accreditation for another 3 years. In addition, over the next 12 months we will explore becoming an accredited Living Wage Employer, undertaking our first Ethnicity Pay Gap review and reporting, and what is required to take us to Level 3 Disability Confident Employer status.

6. Ways of working and policy development

We have established and proven support to those returning from maternity leave in terms of Keeping in Touch days, phased re-entry, reintroductions to the team and work, and/or flexible working. Additionally, we plan to update our Family Friendly policies in the next year, including looking to increase our existing Parental and Paternity provisions above statutory levels.

We continue to advertise our roles as job share opportunities to encourage returning parents and carers (which are more likely to be female) to return to the workplace. Those that have been employed on this basis have proven the case for job-shares by their successful delivery and is a model we will continue to promote and welcome applications on that basis. We will continue to ensure that our process is returner-friendly and offer support before and during assessment where required.

Late 2022 we introduced a specific Guidance Note on Reasonable adjustments. This document was created to help staff and managers to better understand how to approach reasonable adjustments and accommodations, to enable individuals to flourish in their role. In late 2023, this Guidance Note will be reviewed with the aim of converting it to Policy.

We have policy review programme throughout 2023 and 2024 that will enable us to revisit all our People policies to ensure compliance and new approaches. All policies when reviewed will prioritise inclusive practice and where possible will include actions to improve our gender pay gap.

7. Growth and development

Within our most recent Staff Conference we ran a series of Women in Leadership sessions which focussed on career and personal development experiences from women in senior roles currently. It was very well received and we plan to build on this in the next year.

We ensure all learning programmes have a diverse range of participants in terms of gender, ethnicity, and geographical location. Remote learning has enabled training delivery to be more inclusive with staff of different grades across all Nations on the same training.

To support career development, we have recently been offered the opportunity to take part in Barclays Charity Mentoring Programme. The programme involves Barclays colleagues volunteering their time to support and mentor staff from charity organisations. It is a one-to-one mentoring initiative that runs over the course of 6 months, officially commencing in September 2023, and mentors are assigned according to specialisms. We are delighted that we have been able to secure 15 places this year. The 'cohort' group will be able to share experiences and learnings with each other and bring their learnings into the workplace.

Early 2024, we will be launching a new Leadership and Management Development Programme to all managers throughout Samaritans. A top-down cascade approach will be taken, and the programme will consist of facilitated webinars and in-person sessions with guided reading and self-assessment. The learning journey will take a total of 6-9 months. Focus will be on the 4 key leadership skills – accountable leadership, Empowering leadership, Inclusive leadership, Connected leadership.

8. Pay structures

We regularly undertake pay benchmarking activity and complete an annual submission to Cendex to evaluate our salaries against the sector. We work collaboratively and in partnership with our recognised Trade Union (Unite) when negotiating pay and conditions, as well as other matters. We do not pay bonuses or performance related pay.

To remain competitive in the sector, and to ensure transparency and clarity of our pay scales, it is our intention to holistically review our existing pay structure so that our salary structure, progression and pay and reward processes are clearer in order to reduce pay inequalities and confusion.

We currently clearly advertise role with a salary range, though research now suggests that women are less likely to negotiate their pay. This is partly because women are put off if they are not sure about what a reasonable offer is. Consideration will be given to spot salaries instead which removes negotiation and maintains parity with peers.

By themselves, none of these initiatives will remove the gender pay gap – and it will take time to see impactful change.

The findings of this report will be published on an annual basis. Please note that the Samaritans Annual Report reports the average headcount throughout the year; however as at 31 March 2023 the headcount was 335. When calculating the gender pay gap, the headcount is taken as at the snapshot date of 5 April 2023, which was 333. 2 headcounts left their role in between those dates.