

Gender pay gap report 2021

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 second year that Samaritans has 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 the new 5-year strategy has this – and its renewed EDI commitment – at its heart.

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 legal documents, such as their 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.

Gender pay gap report 2021

Samaritans hereby publishes its annual gender pay gap report for the snapshot date as at 5 April 2021.

Workforce profile

As at 5 April 2021, Samaritans' workforce headcount was 276. The profile and overall gender split is:

MALE:	76 headcount (27.54%)
FEMALE:	200 headcount (72.46%)

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		
Gender	Mean hourly pay	Percentage
Male	£25.68	
Female	£21.48	
Total		16.33 %

Our mean gender pay gap is **16%**.

Compared to last year's report and the data we took on 5 April 2020, this represents a decrease of 4 percentage points, meaning the average female earns £0.86 more and the average male earns £1.02 less 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	Mean hourly pay	Percentage
Male	£23.28	
Female	£20.24	
Total		13.06 %

Our median gender pay gap is **13%**.

Compared to last year's report and the data we took on 5 April 2020, we have seen a decrease of 2 percentage points, which means a middle-ranking female earns £0.40 more and a middle-ranking male earns £0.47 less per hour.

Gender bonus gap – mean (average) and median

Samaritans did not pay any bonuses to its employees during the reporting year 2021/22, therefore the requirement to report on this is not applicable.

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

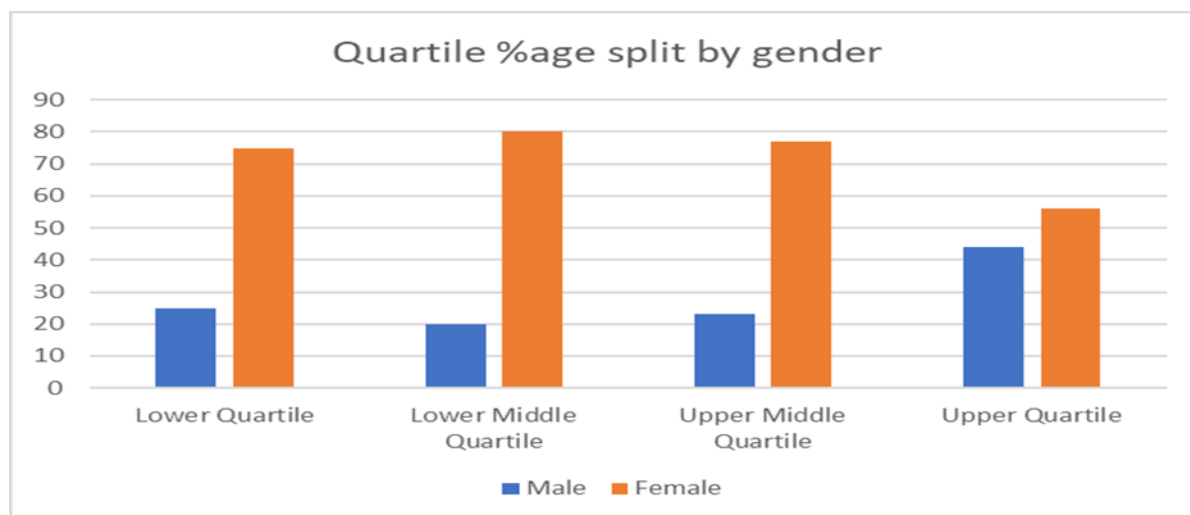
In order to determine pay quartiles, employees are arranged into four equal parts referred to as 'quartiles'. This spans from the lowest paid to the highest paid. The pay quartiles then show the proportion of male and female employees in each, ranging from the lowest paid quarter to the highest paid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

Lower Quartile				
<i>All employees whose standard hourly rate is within the lower quartile</i>				
Gender	2021 Total employees	2021 Percentage	2020 Total employees	2020 Percentage
Male	17	25%	8	15%
Female	52	75%	46	85%
Total	69		54	

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	2021 Total employees	2021 Percentage	2020 Total employees	2020 Percentage
Male	13	20%	14	26%
Female	56	80%	40	74%
Total	69		54	

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	2021 Total employees	2021 Percentage	2020 Total employees	2020 Percentage
Male	16	23%	12	23%
Female	53	77%	42	77%
Total	69		54	

Upper Quartile				
<i>All employees whose standard hourly rate is within the upper quartile</i>				
Gender	2021 Total employees	2021 Percentage	2020 Total employees	2020 Percentage
Male	30	44%	24	44%
Female	39	56%	30	56%
Total	69		54	



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?

According to the Office for National Statistics, 26 October 2021, the causes of the gender pay gap across the UK economy include:

- A higher proportion of women choosing occupations that offer less financial reward (such as administration).
- A much higher proportion of women working part-time, and part-time workers earning less than their full-time counterparts on average.
- Women being more likely to have had breaks from work which have affected their career progression, meaning that they are less likely to have progressed up the career ladder into higher paying senior roles.

At Samaritans, the pattern from both the UK economy as a whole and that of the public sector is not entirely reflected in the make-up of the workforce.

From the Pay Quartile tables above, it shows that the density of females is within the mid/lower quartile, however we are encouraged by the proportions of men and women in our higher paid positions. In the upper quartile, the percentage is shared more equally between males and females. We have females in senior positions acting as role models, including a female CEO.

We also carry out regular pay and benefits audits every April, provide regular equal pay training for all managers and staff members involved in pay reviews every September, and benchmark new job descriptions and job roles internally and externally by using the Cendex scheme to ensure fairness.

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

The requirement to report on gender pay differences is aimed at encouraging organisations to identify any gap and put in place measures to reduce it.

The provisional October 2021 Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) figures indicate that the median gender pay gap nationally across all sectors is 15.4%. More specifically, the median gender pay gap for the public sector is 18%. Within the Charity sector, the mean (average) gender pay gap is 16%, with a much higher proportion of women in the top pay quartile.

At 16%, Samaritans' mean (average) gender pay gap is in line with the Charity sector, and there is a more positive balance of women in the top pay quartile.

What is Samaritans doing to address the gender pay gap?

Samaritans is committed to reducing the current gender pay gap; however, we recognise that our scope to act is limited in some areas. For example, we have no direct control over what individuals choose to study or the choices they make in advancing their careers and, in turn, their pay level.

However, with that said, we are committed to taking a long-term view of resourcing, developing and engaging our workforce, and have identified the following actions to encourage gender equality at work over the next 12 months:

Create an evidence base

To find any barriers to gender equality and to help us make priorities for action, we will introduce several new key metrics focusing on gender monitoring relating to applications, appointments, promotions, reasons for leaving and flexible working.

Development of the new EDI commitment and action plan

As part of our broader commitment to EDI and to genuinely address the causes of suicide and self-harm, we must take more practical action to challenge discrimination and injustice, working hand in hand with people affected by both. Listening is at the heart of Samaritans – this is our commitment: to listen, learn and make genuine change.

We will strive to significantly improve our understanding of the challenges faced by marginalised communities, particularly in relation to risk factors for suicide and self-harm. We will take action to become more equitable in our services – making sure that we are responding to people's needs in a way that is relevant and meaningful to them and their circumstances.

We will address barriers in accessing support, including improving access to our own services. We will work with people with lived experience to champion their rights and needs, using our platform to elevate their voices and connect them with policy makers and influencers.

Increased representation and input from marginalised and minoritised staff

This year we welcomed the development of several diversity network groups. These groups will enable our staff and volunteers from marginalised and minoritised backgrounds to have a greater voice and greater awareness of opportunity. This will help drive positive change in the organisation, challenging us to do better every day and helping steer our approach to equity, diversity and inclusion. They will also offer the opportunity to champion awareness and representation while building a greater sense of belonging at Samaritans.

We currently have five groups being established, as noted below. We're also encouraging our staff and volunteers to suggest other groups that can be set up.

- Disabled staff and volunteer's network
- Staff and volunteers of colour network
- LGBTQ+ network
- Mental health network
- Neurodiversity network

Enabling flexible working

Following the start of the coronavirus pandemic we transitioned to working from home where possible. Our staff adapted quickly to this new way of working, which has helped us to understand how flexible we could be in the future.

Employee surveys were undertaken throughout 2021 and 2022 which showed that a large proportion of colleagues want to work from home more often after the pandemic. Therefore, whilst staff have started to return to the offices in some capacity, we continue to offer flexibility so employees can enjoy a better work-life balance.

Further work in this regard will take place during the next 12 months as we evaluate all ways of working.

Ongoing review and promotion of policies and procedures

- Review of and improvements to our recruitment process

Over the past 12 months, we have operated a competency-based assessment and selection process to ensure fair and consistent practice, helping to avoid bias amongst our hiring managers.

We do not use the word 'competitive' when advertising a salary range for a role. This transparency helps us to avoid significant salary disparity when new people join. It also holds managers to account, as being transparent about salary ranges in job adverts allows existing employees to see where roles in their team are benchmarked. This enables conversations around an individual's salary if theirs isn't in line with what is being advertised.

Over the next 12 months we will conduct a review of, and make improvements to, our recruitment processes, including a wider review of hybrid working options and virtual recruitment methods to remove barriers and attract a wider talent pool.

We will review the language and processes used when recruiting for roles to further remove unconscious bias.

We would look to make our initial recruitment processes anonymous by removing names, dates and names of education establishments before sending the candidate details to the recruiting manager. This would help to eliminate unconscious bias at the shortlisting stage.

We will seek feedback on our recruitment processes and tools from our internal Equity, Diversity and Inclusion (EDI) Team (and potentially an external provider) on how we can be more gender neutral in our adverts, questions and assessments. All feedback gathered will inform how our templates and processes are adapted.

We're also developing additional training and guidance to ensure line managers understand the recruitment and selection process better, make fair and consistent decisions on appointments and salary offers, as well as removing decisions based on bias wherever possible.

Finally, we would review our website content so that it encourages applications from a diverse candidate pool. Potential candidates will be looking at the website as part of their research and will be more encouraged if they see people who are like them.

- Prioritising employee wellbeing/benefits review

During 2020 we increased wellbeing and support offerings, focusing on four key areas: financial, mental, physical, and social.

Increased awareness and dialogue helped to encourage a culture of openness and honesty, helping to disperse any stereotypes that may be placed on certain characteristics or gender. We also made line managers more aware of how we can support team members with responsibilities they have at home.

Over the next 12 months we will review our wellbeing offering to ensure that they meet our staff's needs, as well as further investigating the root cause of people's wellbeing concerns.

We know that having the right benefits in place helps us to motivate, reward and retain our staff. As such, we will be undertaking a full review of our existing staff benefits to better understand if these are still valued, or whether an alternative portfolio would better support our workforce.

- Review of our family friendly policies

Samaritans has a range of family friendly policies. We will review these to determine if they are still fit for purpose.

We believe that enabling our people to balance their career with their life outside work has enormous benefits for both employees and the organisation. We are committed to building and maintaining a culture of inclusion at Samaritans, where our people are supported to do their best work while their time with family is protected. We offer a range of benefits and support to working parents, both pre and post the birth (and pre and post the adoption or surrogacy of) their child(ren). In addition, we offer ongoing opportunities for time off work and greater flexibility to support work/life balance.

Currently we offer enhanced maternity entitlements, carer's leave, parental leave, adoption Leave, surrogacy leave, support for employees undergoing IVF and fertility treatment, leave for fathers and partners of new mothers ('paternity leave'), and shared parental Leave.

- Apprenticeship Levy

The Apprenticeship Levy is used to support the growth and development of all employees so that they can further their careers within Samaritans. Furthermore, we work in partnership with universities to offer apprenticeship placements in specialisms where we are experiencing difficulties in recruiting and retaining staff.

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 31.03.2021 the headcount was 278. When calculating the Gender Pay Gap, the headcount is taken as at the snapshot date of 05.04.2021, which was 276. Two headcounts left their role in between those dates.