

# National Heritage Memorial Fund – Gender Pay Gap Report (March 2018 data)

## Introduction:

As an employer with more than 250 staff the National Heritage Memorial Fund is required to publish data on the gender pay gap for its workforce. This report covers the snapshot of data as at March 2018.

## Headlines:

The overall median average has gone down this year from 18.6% to 17.2%. The overall mean average has gone up from 12.1% to 13.0%.

As before, the Fund's overall position (based on our demographics, gender population size, distribution etc.) masks the underlying detailed picture. Analysis by our job grade shows much smaller mean and median gaps as does the analysis by our pay quartile.

In some instances since we reported the March 2017 data the gap has narrowed or reversed, but in some instances they have widened. Median gaps for bonuses are zero (because non-consolidated pay awards are the same for everyone irrespective of grade or gender). Mean gaps for bonuses do differ but this is to do with our recruitment cycles and the qualification points in time for when staff are eligible to receive a bonus.

## Our response:

The Fund will specifically look at the following areas to address the overall gender pay gap whilst at the same time work on the broader equalities agenda we have to have more representative workforce of the communities we serve.

- We will set up a Working Group on the wider equalities agenda and our trade unions will be invited to join this if they wish;
- Our grading changes as part of re-structuring is likely to make a significant change in the overall averages at headline level.
- We want to do wider work on equalities and diversity training,
- This includes work on unconscious bias in recruitment and selection.
- We will be bringing in a new online i-recruit system and together with our HR system we will be able to produce more timely and more relevant management information to help managers better understand gender balance in their teams and in their recruitment.
- A thorough review of recruitment channels, routes and adverts;
- Whether we can use specific initiatives targeted in specific ways to redress balances:
- Exploring opportunities for engaging in government, professional body, and/or sector wide gender equality initiatives;
- Proactively encouraging under-represented groups to join the organisation;
- Introducing more apprentice opportunities and work placements for young men;
- Reviewing potential intersectionality barriers/opportunities, e.g. - how can we recruit more LGBT male staff or provide greater career development for BAME women, etc.

- Exploring how we can use our new Championing Workforce Flexibility policy, including and new approaches to home working/working from home, to provide greater career development support for all staff especially women;
- Review and overhaul our recruitment and selection policies, and provide greater skills training in this area for line managers;
- Reviewing our family friendly policies to support women at work, and also proactively targeting benefits for men and ensuring men are encouraged to take paternity/parental leave;
- Promoting a culture of transparency in reward, e.g. - building an online database of job descriptions accessible to all staff;
- Develop a new performance management framework to help ensure greater objectivity, but also to help staff see colleagues are rewarded on merit and not on perceived gender stereotypes and,
- Use experienced external organisation to provide any other support.

## Gender Pay Gap Report March 2018

### Gender Pay Gap – Mean

The mean gender pay gap is 13.0% compared to 12.1% in 2017. We show below the comparisons by staff grade and between the two years.

**Note:** Positive (+) numbers indicate where there is a gender pay gap in favour of men (men earn more). Negative (-) numbers indicate where there is a gender pay gap in favour of women (women earn more).

Staff Grade	Difference 2017 Male v Female	Difference 2018 Male v Female	Movement between years
Grade A	+ 16.4%	+ 9.8%	Narrowed
Grade B	-	+ 1.5%	Widened
Grade C	+ 2.0%	+ 0.3%	Narrowed
Grade D	+ 2.0%	- 0.1%	Reversed
Grade E	+ 1.0%	0.0%	Narrowed
Grade F	0.0%	+ 0.3%	Widened
<b>Overall</b>	<b>+ 12.1%</b>	<b>+ 13.0%</b>	<b>Widened</b>

### Median gender pay gap

The median gender pay gap is 17.2% compared to 18.6% in 2018. We show below the comparisons by staff grade and between the two years.

**Note:** Positive (+) numbers indicate where there is a gender pay gap in favour of men (men earn more). Negative (-) numbers indicate where there is a gender pay gap in favour of women (women earn more).

Grade	Difference 2017 Male v Female	Difference 2018 Male v Female	Movement between years
Grade A	+ 22.6%	+ 13.5%	Narrowed
Grade B	-	+ 4.7%	Widened
Grade C	+ 2.0%	+ 2.4%	Widened
Grade D	+ 2.0%	- 0.1%	Reversed
Grade E	0.0%	+ 0.2%	Widened
Grade F	+ 2.0%	- 0.3%	Reversed
<b>Overall</b>	<b>+ 18.6%</b>	<b>+ 17.2%</b>	<b>Narrowed</b>

## Bonus gender pay gap

All staff are entitled to a non-consolidated pay award each year provided their overall performance has been satisfactory. This bonus is not grade related.

In 2018 the bonus gap details were:

Median gap on bonus 0% (female bonus £320 and male bonus £320). The mean gap on bonus was 6.2% (female bonus £311 and male bonus £331).

In 2017 the bonus gap details were:

Median gap on bonus 0% (female bonus £331M and male bonus £331). The mean gap on bonus was 7.1% (female bonus £311 and male bonus £334).

***Note:** Directors bonuses are reported in the NHMF and National Lottery Heritage Fund Annual Reports and are not included here.*

## Quartile gender pay gap

This year we are also reporting the gender pay gap by pay quartile as well as by grade. The quartiles are determined by taking a quarter of the total staff (i.e. - 73), and setting the quartile points around that number of staff. The distribution by gender of staff is shown below.

It shows the significant number of female staff (75%) compared to male staff (25%).

	Description	Males	Females
First	Includes all employees whose standard hourly rate places them <b>at or below the lower quartile</b>	19.2% (14)	80.8% (59)
Second	Includes all employees whose standard hourly rate places them <b>above the lower quartile but at or below the median</b>	17.8% (13)	82.2% (60)
Third	Includes all employees whose standard hourly rate places them <b>above the median but at or below the upper quartile</b>	24.7% (18)	75.3% (55)
Fourth	Includes all employees whose standard rate places them <b>above the upper quartile</b>	39.7% (29)	60.3% (44)

<b>Quartile</b>	<b>First (Lowest)</b>	<b>Second</b>	<b>Third</b>	<b>Fourth (Highest)</b>
NHMF	Male: 19.2% Female: 80.8%	Male: 17.8% Female: 82.2%	Male: 24.7% Female: 75.3%	Male: 39.7% Female: 60.3%
Whole sample	Male: 48.7% Female: 51.3%	Male: 55.7% Female: 44.3%	Male: 61.2% Female: 38.8%	Male: 67.2% Female: 32.8%
Sector: Charities / not for profit	Male: 31.3% Female: 68.7%	Male: 33.2% Female: 66.8%	Male: 35.5% Female: 64.5%	Male: 42.2% Female: 57.8%
Industry: Not for profit	Male: 31.3% Female: 68.7%	Male: 33.2% Female: 66.8%	Male: 35.5% Female: 64.5%	Male: 42.2% Female: 57.8%

**Note:** Positive (+) numbers indicate where there is a gender pay gap in favour of men (men earn more). Negative (-) numbers indicate where there is a gender pay gap in favour of women (women earn more).

<b>Quartile</b>	<b>Mean Gap Male v Female</b>	<b>Median Gap Male v Female</b>
First (Lowest)	+2.3%	+0.2%
Second Quartile	-1.8%	-0.4%
Third Quartile	+0.5%	-2.0%
Fourth (Highest)	-6.2%	+0.4%

