



# PLAN INTERNATIONAL

## GENDER PAY GAP REPORT

SNAPSHOT DATE 5 APRIL 2019

# GENDER PAY GAP 2019

At Plan International achieving gender equality, promoting gender justice, realising girls' rights and fostering an inclusive society are core objectives of our work as an organisation dedicated to child rights and equality for girls. It is important that our organisation internally reflects our work externally which is why we are committed to achieving gender equity in pay.

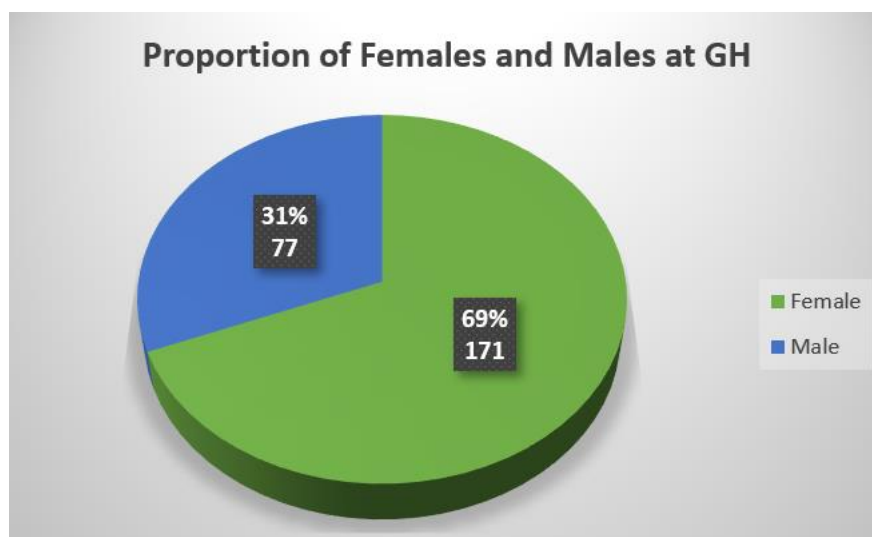
## 1. What is the Gender Pay Gap?

The Gender Pay Gap is the difference in the average hourly earnings of all men and women within an organisation and across all jobs. Since changes to the Equality Act in the UK came into force in April 2017, companies with more than 250 relevant employees have been legally required to calculate their figures on the snapshot date (5 April each year) and report their Gender Pay Gap figures within the year of the snapshot date, by 4 April each year at the latest. At Global Hub (GH) Woking we had 258 relevant employees\* at the snapshot date of 5 April 2019.

It is important to remember that the Gender Pay Gap is not the same as unequal pay, which is paying men and women differently for performing the same (or similar) work. Equal pay has been a legal requirement since the Equal Pay Act was introduced in 1970.

## 2. Gender distribution at GH

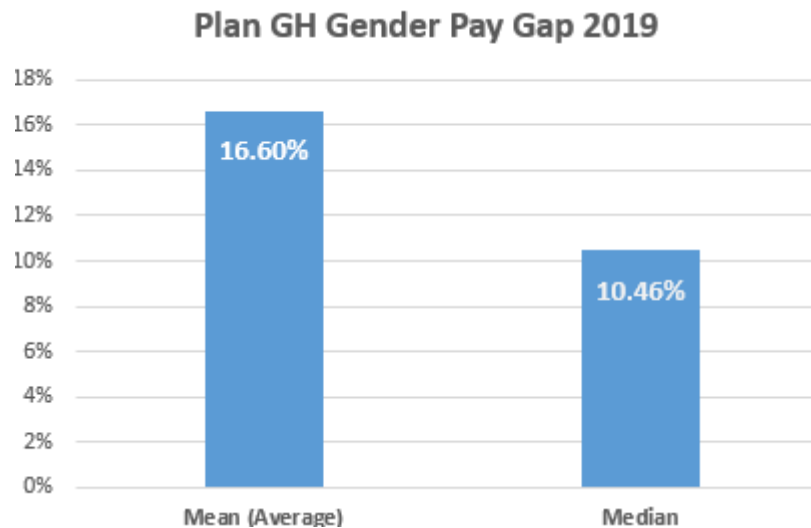
The chart below shows the proportion of females and males at GH as a percentage and number. Overall, our workforce is approximately one-third male and two-thirds female.



\* Of the 258 relevant employees, 248 were identified as full-pay relevant employees as per government guidelines. These form the basis for all calculations. The 10 employees excluded from the calculations were not on full pay in the April 19 payroll due to Statutory Sick or Maternity leave, Sabbatical, etc.

### 3. Plan GH Gender Pay Gap 2019

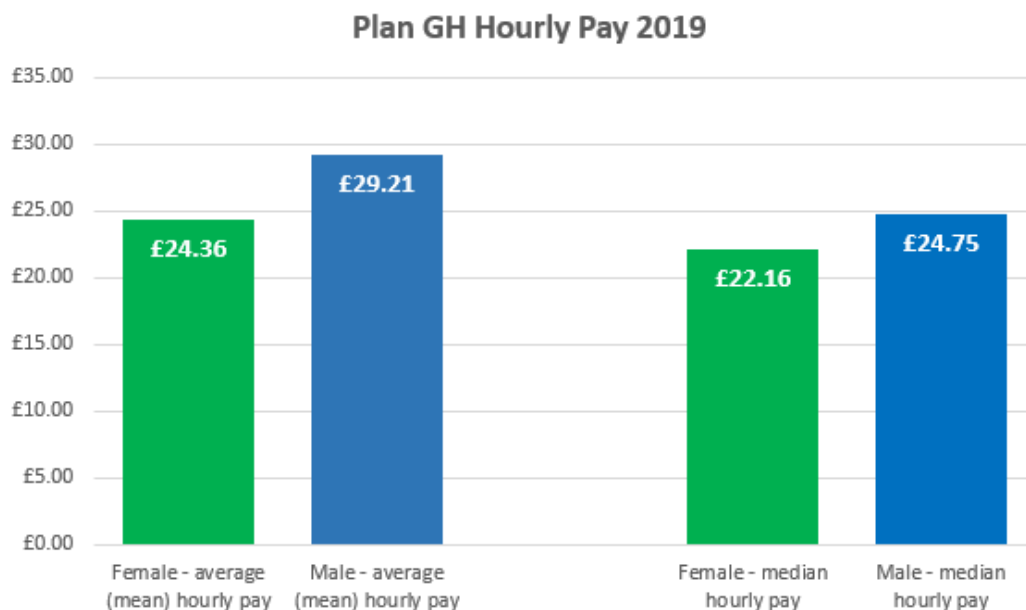
The chart below shows the overall Base Salary Pay Gap 2019 for GH. The mean (average) Gender Pay Gap is 16.60% and the median Gender Pay Gap is 10.46%. This means, as an average, men earn 16.6% more per hour than women and as a median, men earn 10.46% more per hour than women. This gap is heavily influenced by the distribution of gender within the quartiles and grades, as detailed later in this document.



### 4. Plan GH Base Salary (mean and median) for females and males

The chart below shows the average (mean) and median base salary (average hourly rate) for females and males. As an average, men earn £4.85 more base salary per hour than women and as a median, men earn £2.59 more base salary per hour than women.

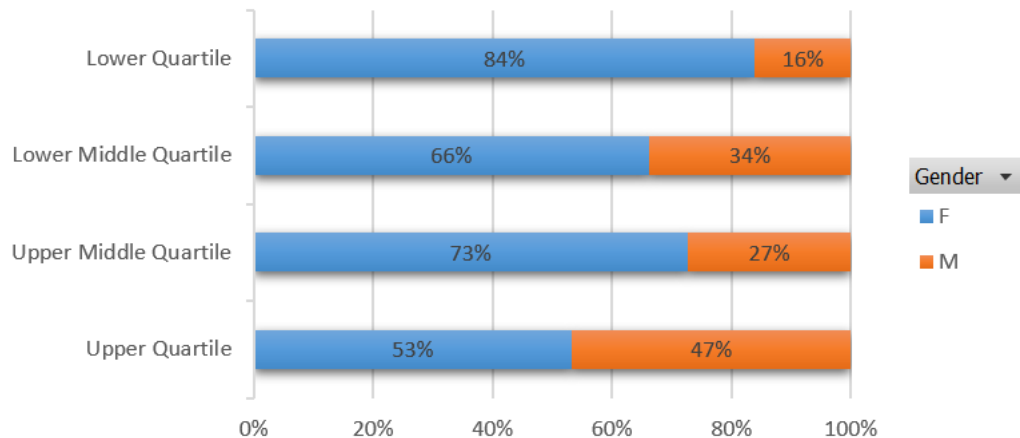
If all salaries were arranged in order, the median salary would be the one with exactly half the data above it and half below it. It contrasts with the mean salary, which is calculated by adding together all the salaries in a data set and dividing it by the total number of salaries. The mean salary is commonly referred to as 'average'. The median salary is generally considered to be a more accurate reflection of the 'average' salary because it discounts the extremes at either end of the scale.



## 5. How is the Gender Pay Gap affected by Salary Quartiles?

The chart below shows the proportional distribution of employees by gender within salary quartiles for GH.

Salary quartiles are determined by arranging a list of all employees and their salaries from the lowest to the highest paid, and then dividing this list into 4 quartiles, with an equal number of employees in each section. From highest paid to lowest paid, these quartiles are Upper Quartile, Upper Middle Quartile, Lower Middle Quartile and Lower Quartile.



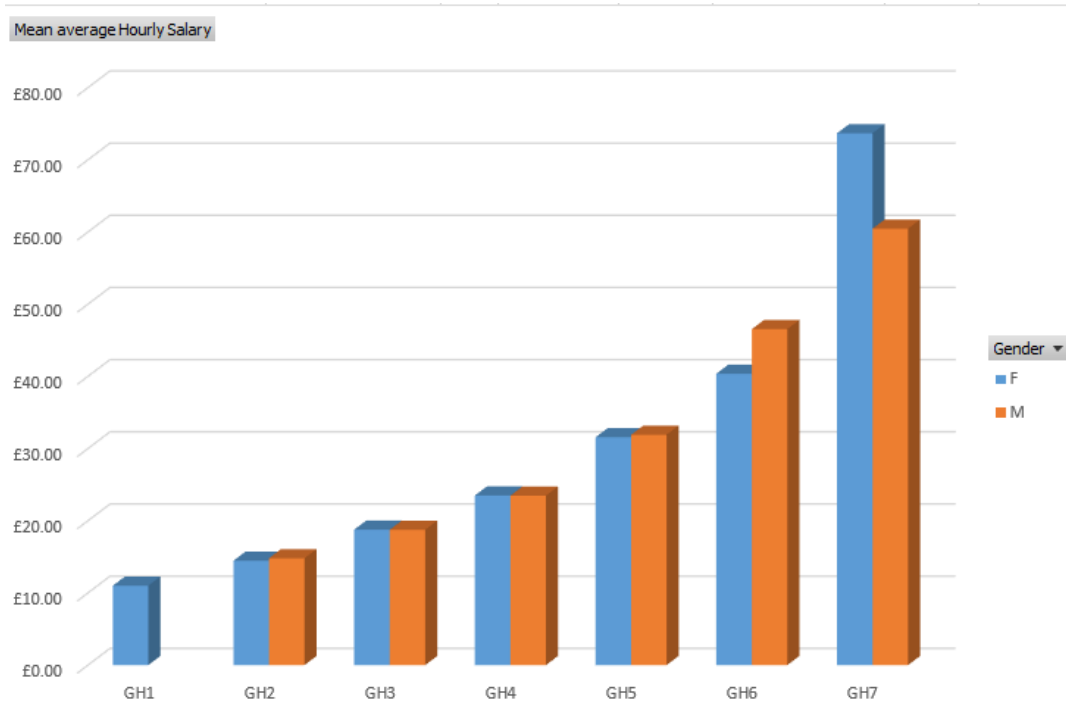
We have more women than men in all four quartiles, with the lowest proportion of men in the lower quartile. Our overall gender distribution in the organisation is roughly 30% male and 70% female. This is reflected in the same manner in the Lower Middle and Upper Middle Quartiles in the above chart. However, we have a disproportionately higher percentage of women in the Lower Quartile with 84% instead of 70% and a disproportionately lower percentage of women in the Upper Quartile with only 53% instead of 70%. This means we have a higher number of women in lower paid positions and a lower number of women in higher paid positions than the overall gender distribution suggests. This contributes to our pay gap and why our mean average pay gap of 16.60% is higher than our median average pay gap of 10.46%.

As explained above, for the mean average pay gap the salaries of all women and men are added up separately and divided by the number of women and men respectively. Very low figures or very high figures skew the result, meaning the high number of women in lower paid jobs creates a lower average salary for women overall whereas the higher number of men in the upper quartile creates a higher average salary for men.

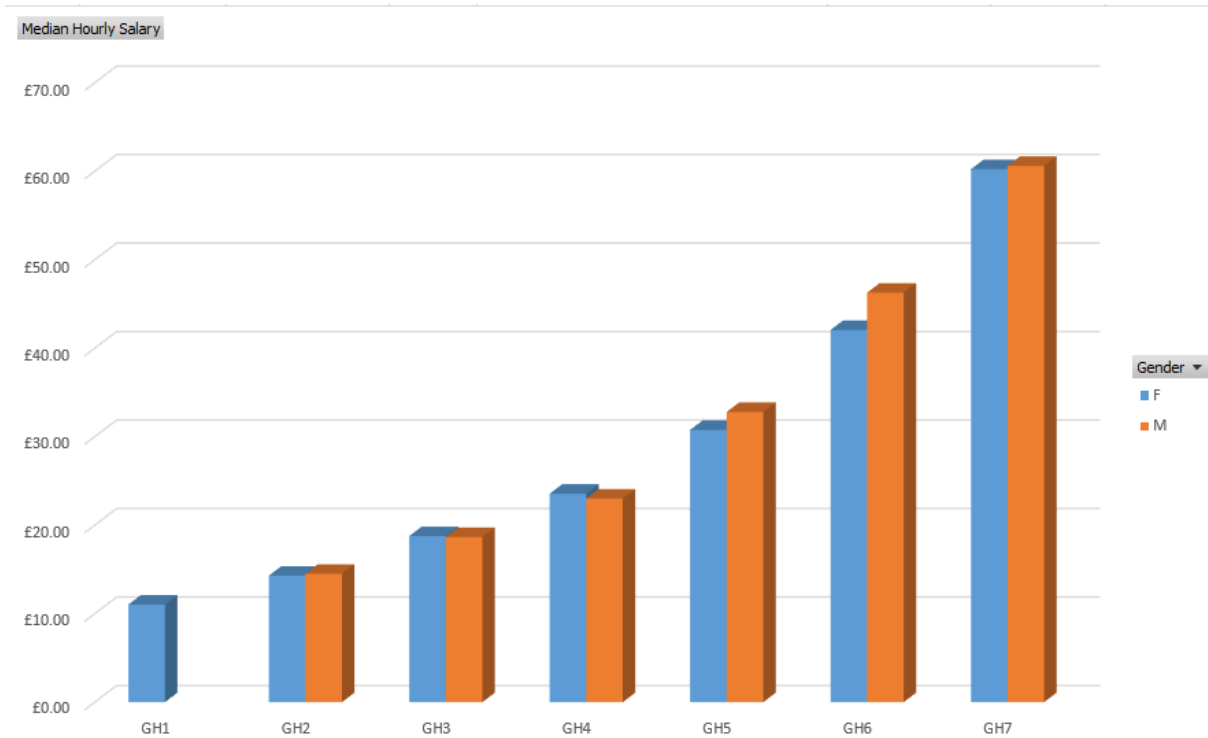
For the median average pay gap the salaries of all women and men are lined up separately and the figure in the middle of this line is the median salary. This way very low or very high outlying salaries have less impact, and this is reflected in our median pay gap of 10.46%.

## 6. How is the Gender Pay Gap affected by Grades?

The below chart shows the average mean hourly salary by grade. Female salaries are lower than male salaries in Grades 2, 5 and 6. In Grades 3 and 4 the salaries are fairly level. In Grade 7 female salaries are higher than male salaries. As we don't have any males in Grade 1, a comparison is not possible.



The chart below shows the median hourly salary. Female salaries are lower than their male counterparts in Grades 2, 5, 6 and 7. In Grades 3 and 4 the female salaries are slightly higher than the male salaries. As we don't have any males in Grade 1, a comparison is not possible.



## 7. Gender distribution by Grade

The distribution of males and females by grades for GH is the same as last year, with the male workforce being clustered around grades 3, 4 and 5 while the majority of the female workforce is clustered around grades 2, 3, 4 and 5.

	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Grade 7
<b>Women</b>	8	25	36	55	36	6	5
<b>Men</b>	0	3	12	29	20	9	4

Although men represent around 30% of the workforce overall, we don't have any men in Grade 1 and they only represent 10% of the workforce in Grade 2. However, men represent 60% of the workforce in Grade 6 and 44% of the workforce in Grade 7.

## 8. What actions are we taking to close the Gender Pay Gap and to minimise conscious and unconscious gender bias at Plan International?

**Family friendly policies** – Research shows that the Gender Pay Gap widens dramatically after women have children. We understand that this could be reduced if men and women were able to share childcare more equally. We already offer shared parental leave and our paternity pay allowance matches the enhanced maternity pay. We are working on ways to provide more guidance and support to future parents to help them understand the scheme. We will also continue to develop our family friendly policies.

**Flexible working** – We already use a range of flexible working options such as working part-time, working from home, job-share etc. where possible and we will carry on looking at ways of making flexible working more accessible to more employees.

**Recruitment process** – We have reviewed the way we recruit and continually seek ways to improve our recruitment process. Selection decisions are merit based, ensuring that we identify the person who is the best fit for the role, and that they have the right skills, knowledge and behaviours to do the job and help us achieve our purpose. We do this by using structured interviews for recruitment and internal promotions, based around technical competency and our values and behaviours. Working in this way means we are more likely to eliminate bias from recruitment decisions by asking the same questions to all candidates in a predetermined format, and assessing the responses using standardised criteria. Our recruitment panels have more than one gender, and our hiring decisions are those of the panel not just one hiring manager. We are continuing to look at taking a positive approach to diversity and ways to eliminate potential gender bias in recruitment decisions.

**Mental health** - Juggling work commitments and unpaid care responsibilities currently impacts more women than men and therefore can contribute to the. However, we take our responsibility towards all employees very seriously and are continuously working on improving our provision. We have already trained Mental Health First Aiders and hold Mental Health awareness events at least once a year. All our employees also have access to a confidential Employee Assistance Programme.

**Reward** – We have a Global Reward Standard to ensure our reward principles are applied across all Plan International offices. We use job evaluation to determine the size and complexity of each job and consistently benchmark our roles with the external market. Our salary ranges are reviewed annually and are published internally. We are continuously reviewing the above to ensure our processes and principles are supporting our efforts in closing the Gender Pay Gap.

**Internal culture** – We are consciously moving away from behaviours that stifle diversity by adopting the principles of feminist leadership to promote inclusivity and equality in the workplace.

**Work on unconscious bias and power** - We strive to provide a gender-sensitive work environment for all staff and we are committed to this as a priority, to ensure all our staff feel safe and address issues of conscious and unconscious gender bias. We have a gender and inclusion policy, harassment bullying and discrimination policy, anonymous reporting, etc. This links to the work on advancing and socialising the code of conduct as well as role modelling our values, understanding, privilege and unconscious bias, creating psychological safety for individuals and teams to speak out and have courageous conversations about harmful social norms in the workplace and thereby promoting a culture of internal and external safeguarding.

## 9. Our calculations at a glance

Plan International Global Hub Woking - April 19 Gender Pay Gap Reporting				
Snapshot date 5 April 2019, to be published by 4 April 2020 at the latest				
An employer must publish six calculations showing their:				
	Female	Male	Gender pay gap in %	Gender pay gap in GBP
1. average gender pay gap as a <i>mean average</i>	£24.36	£29.21	16.60%	£4.85
2. average gender pay gap as a <i>median average</i>	£22.16	£24.75	10.46%	£2.59
3. average bonus gender pay gap as a <i>mean average</i> *	N/A	N/A	N/A	N/A
4. average bonus gender pay gap as a <i>median average</i> *	N/A	N/A	N/A	N/A
5. proportion of males receiving a bonus payment and proportion of females receiving a bonus payment*	N/A	N/A	N/A	N/A
6. proportion of males and females when divided into four groups ordered from lowest to highest pay.				
	<b>Female</b>	<b>Male</b>		
Upper quartile	53%	47%		
Upper middle quartile	73%	27%		
Lower middle quartile	66%	34%		
Lower quartile	84%	16%		
* not applicable as we do not pay bonuses at GH Woking				

This statement is made pursuant to The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and constitutes our Gender Pay Gap statement for the snapshot date of 5 April 2019.

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April 2020

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<https://plan-international.org/>

**About Plan International**

Plan International strives to advance children's rights and equality for girls all over the world. We recognise the power and potential of every single child. But this is often suppressed by poverty, violence, exclusion and discrimination. And it's girls who are most affected.

As an independent development and humanitarian organisation, we work alongside children, young people, our supporters and partners to tackle the root causes of the challenges facing girls and all vulnerable children.

We support children's rights from birth until they reach adulthood, and enable children to prepare for and respond to crises and adversity. We drive changes in practice and policy at local, national and global levels using our reach, experience and knowledge. For over 75 years we have been building powerful partnerships for children, and we are active in over 70 countries.