



PLAN INTERNATIONAL

**UK GENDER PAY GAP REPORT
SNAPSHOT DATE 5 APRIL 2020**

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UK GENDER PAY GAP 2020

At PLAN LIMITED 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 UK Gender Pay Gap?

The UK Gender Pay Gap is an equality measure that shows the difference in average earnings between women and men 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. Our calculations below are based on staff employed by PLAN LIMITED.

Due to the continuing impact of the Coronavirus (COVID-19) pandemic, the Equalities and Human Rights Commission (EHRC) have announced that employers will have an additional six months after the current reporting deadline to report their gender pay gap information. The new reporting deadline is 5 October 2021.

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. Which figures are reported?

Mean

The average of a set of numbers. This figure is calculated by adding up the hourly pay of all employees within the organisation and dividing that figure by the number of employees. The resulting figure shows the average hourly pay.

We are required to report the difference between the mean male and mean female hourly rate, expressed as a percentage of the male figure.

Median

The middle value of a list of numbers. This figure is arrived at by sorting a list with number in ascending order. If the list has an odd number of entries, the median is the middle entry. If the list has an even number of entries, the median is halfway between the two middle numbers.

We are required to report the difference between the median male and median female hourly rate, expressed as a percentage of the male figure.

Pay Quartiles

The hourly rates of pay are listed in ascending order and the list is then divided into 4 equal sections (quartiles). Each quartile contains the same number of individuals.

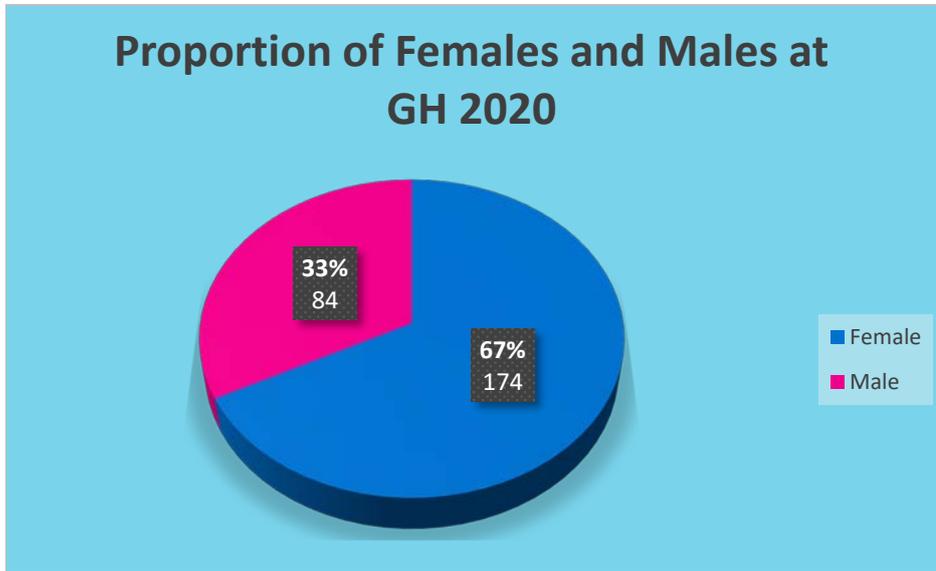
We are required to report how many men and women we have in each quartile, expressed as a percentage within each quartile.

Bonus

The regulations also require organisations to publish the same measures as above on bonus payments. However, as PLAN LIMITED does not make bonus payments, our figures will be zero in this category.

3. Gender distribution at GH

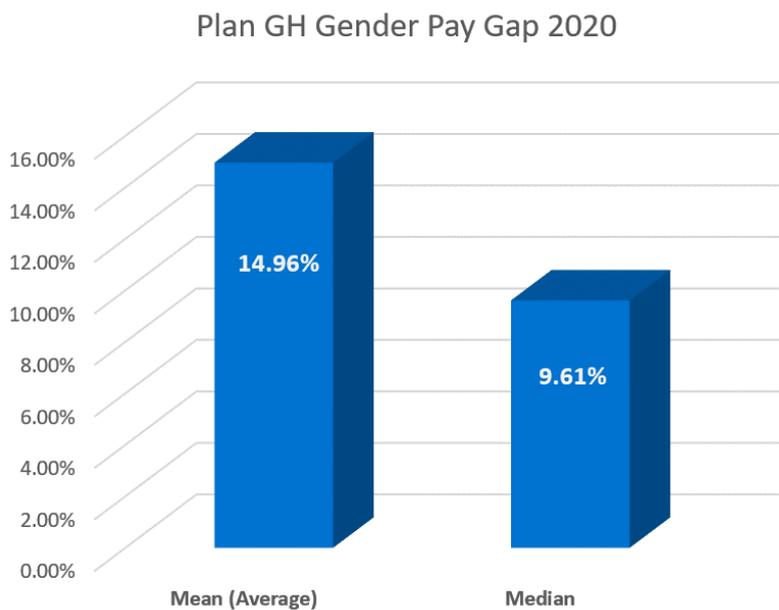
The chart below shows the proportion of females and males at GH as a percentage and number. Overall, our workforce is approximately one-third male and two-thirds female.



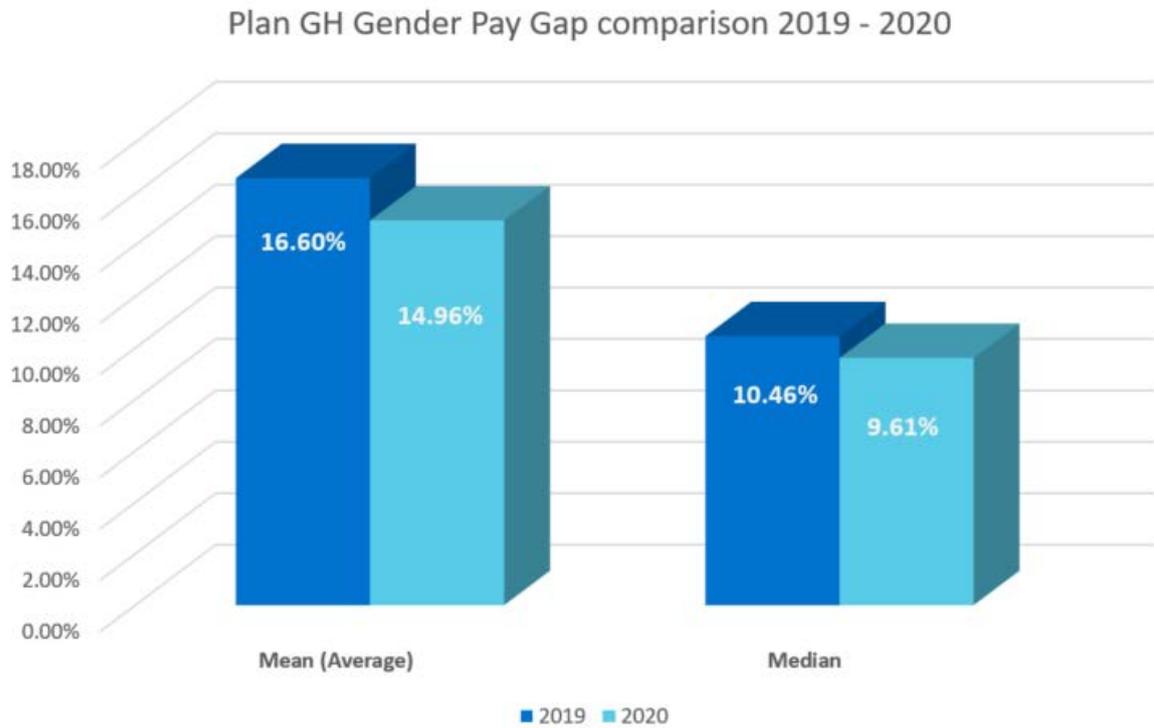
* Of the 263 PLAN LIMITED relevant employees, 258 were identified as full-pay relevant employees as per UK government guidelines. These form the basis for all calculations and include part-time as well as full-time employees. The 5 employees excluded from the calculations were not on full pay in the April 2020 payroll due to Statutory Sick or Maternity leave, Sabbatical, etc.

4. Plan GH Gender Pay Gap 2020

The chart below shows the overall Base Salary Pay Gap 2020 for GH. The mean (average) Gender Pay Gap is 14.96% (down from 16.60% in 2019) and the median Gender Pay Gap is 9.61% (down from 10.46% in 2019). This means, as an average and across all grades, men earn 14.96% more per hour than women and as a median, men earn 9.61% 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.

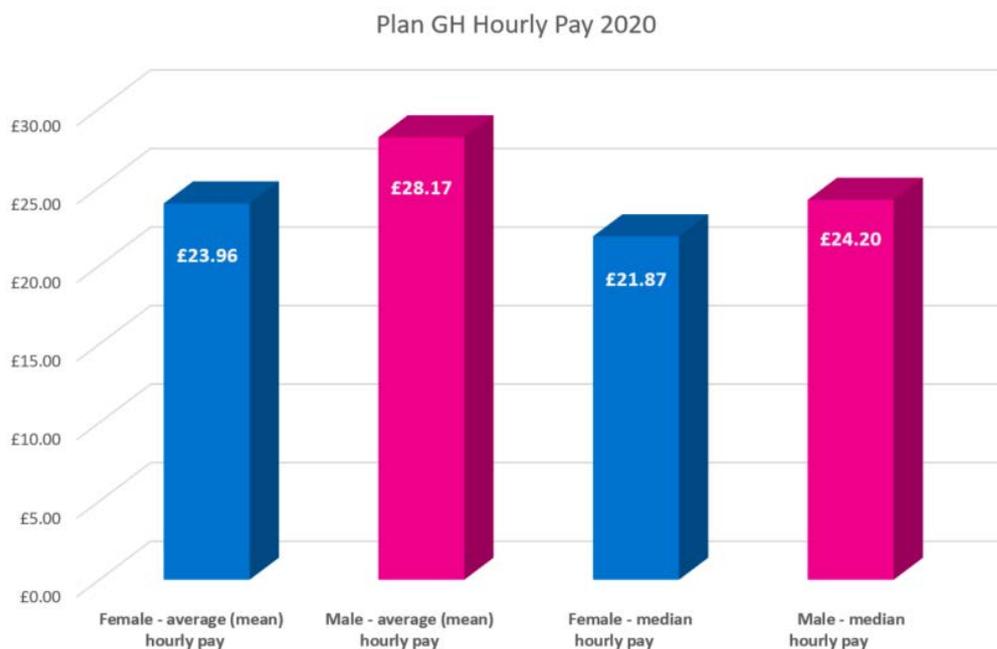


The 2019 and 2020 Gender Pay Gap figures compare as follows:



5. 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 £4.21 more base salary per hour than women and as a median, men earn £2.33 more base salary per hour than women.

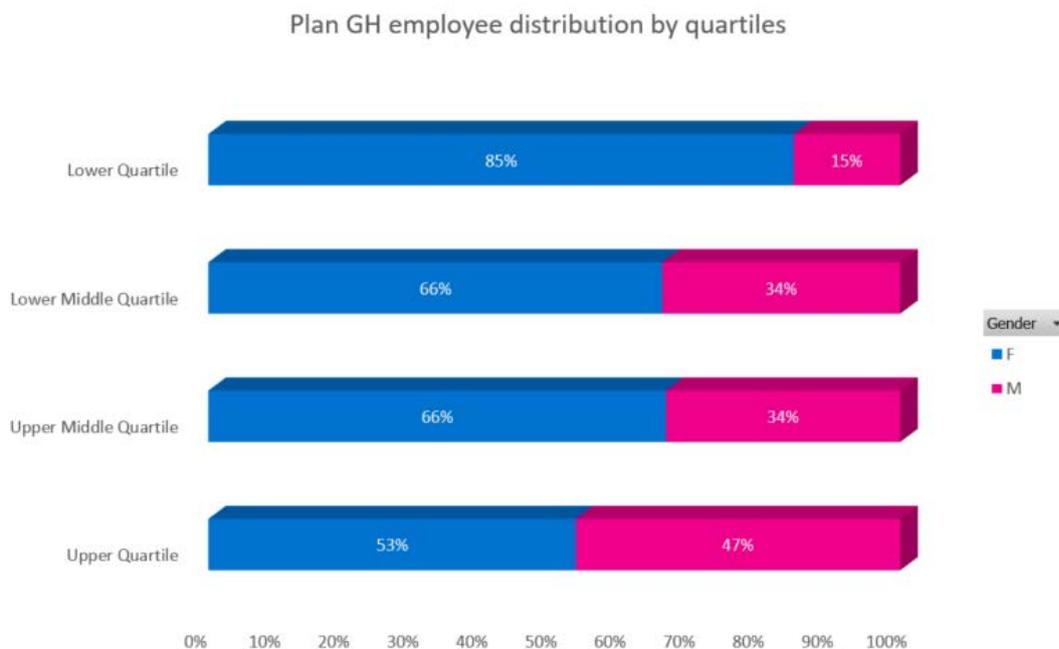


If all salaries were arranged in order, the median salary would be the one with exactly half the data above it and half below it. It contrasts with the mean salary, which is calculated by adding together all the salaries in a data set and dividing it by the total number of salaries. The mean salary is 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.

6. How does the gender distribution in pay quartiles affect the Gender Pay Gap?

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.

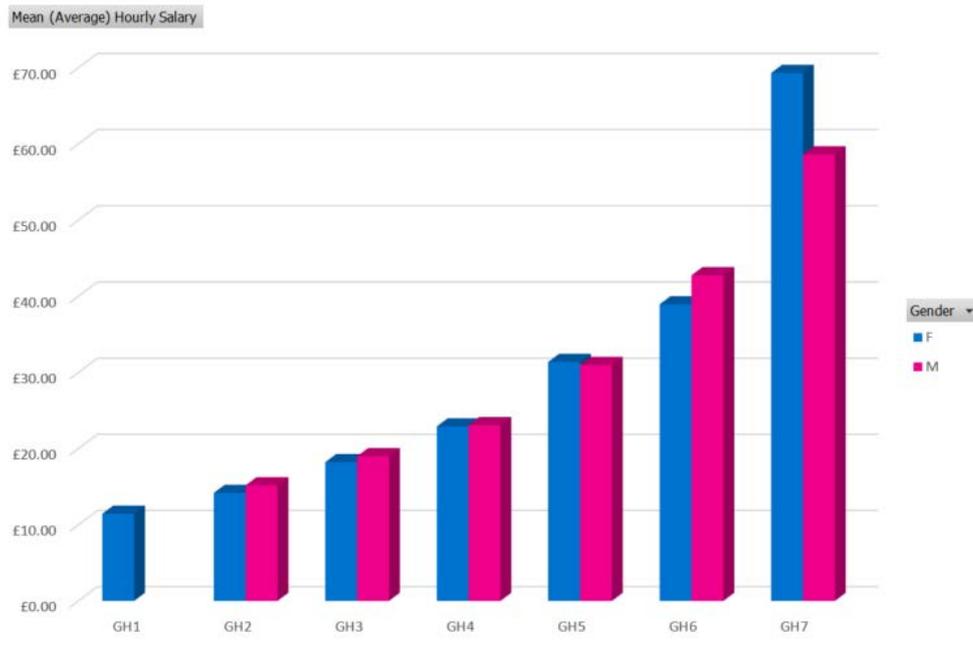
However, we have a disproportionately higher percentage of women in the Lower Quartile with 85% instead of 70% and a disproportionately lower percentage of women in the Upper Quartile with only 53% instead of 70%. This means we have a higher number of women in lower paid positions and a lower number 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 14.96% is higher than our median average pay gap of 9.61%.

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.

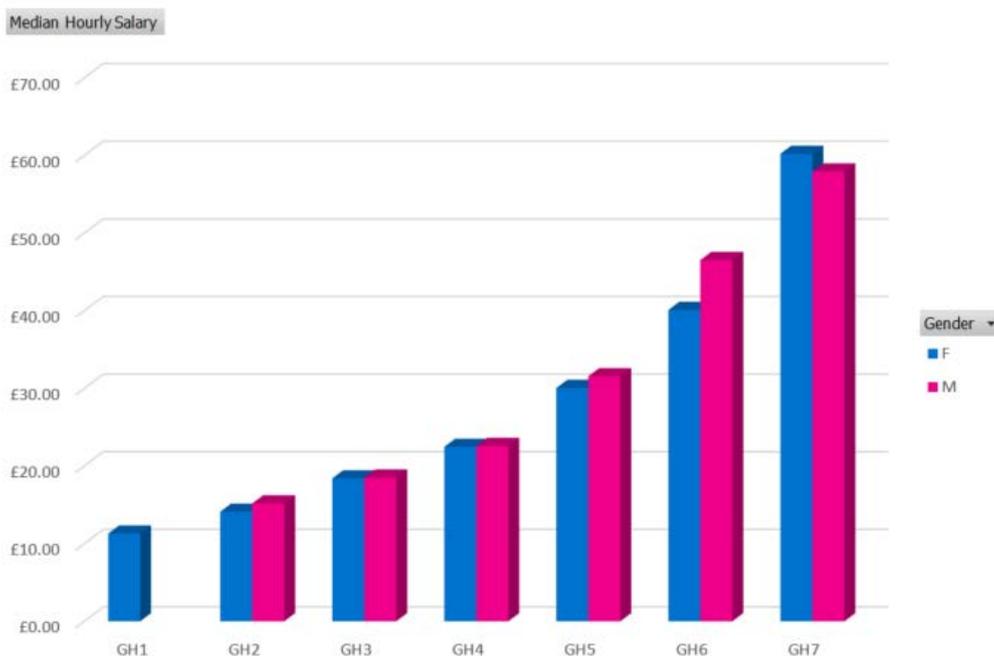
For the median average pay gap the salaries of all women and men are lined up separately and the figure in the middle of this line is the median salary. This way very low or very high outlying salaries have less impact, and this is reflected in our median pay gap of 9.61%.

7. What is the mean and median hourly salary by grade?

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

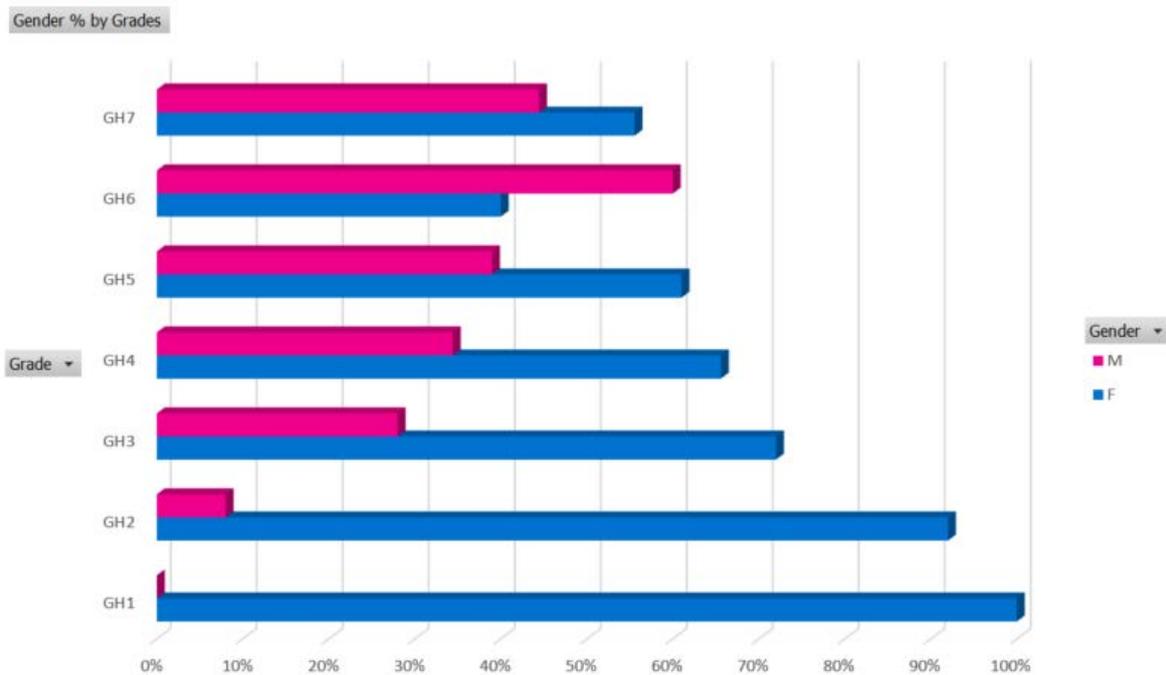


The chart below shows the median hourly salary. Female salaries are lower than their male counterparts in all Grades apart from Grade 7. As we don't have any males in Grade 1, a comparison is not possible.



8. Gender distribution by Grade

As mentioned above, overall, we have roughly 70% females and 30% males in the organisation. By Grade, this percentage is skewed towards a much higher proportion of females in the lower Grades, starting with 100% in Grade 1 and 92% in Grade 2. The proportion of females reduces as we move up the Grades, with Grade 6 being the turning point with only 40% females and 60% males. This higher proportion of females in lower Grades is one contributing factor to our current Gender Pay Gap figure.



9. What actions are we taking to close the Gender Pay Gap and to minimise conscious and unconscious gender bias at PLAN LIMITED?

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 policy We will also continue to develop our family friendly policies.

Flexible working options – We already use a range of flexible working options such as working part-time, working from home, job-share etc. where possible. In response to the COVID-19 pandemic and through our recent office space restructure, we are planning to move towards a hybrid model of working in the mid- to long term. This new way of working will allow employees to continue to work from home but also to come into the office, based on individuals' and team's needs.

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 Gender Pay Gap. 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 are committed to a Global Total Rewards Philosophy setting a policy, guidelines, systems and processes for PII addressing both fair, equitable and appropriately competitive compensation, and benefits requirements. An organisation-wide approach will be developed to the International Board level, applying to all Country Offices, Regional Hubs and the Global Hub.

It will:

- Ensure our compensation and benefits are aligned to our strategy.
- Promote equity, diversity, and inclusion
- Promote fairness, openness, and transparency
- Ensure we can attract and retain the skills required in our strategically aligned technical areas
- Assess competitiveness for local and global markets, within our ability to pay

At the UK level this will support and promote even greater opportunities to ensure equitable pay methodologies. Over time we are placing greater emphasis on differentiating our salary grades, which will provide for even more accurate approaches to sizing roles and therefore aligning salaries more accurately to the size of the role.

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.

Equity, Diversity, and Inclusion – 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.

Talent Management – We will drive talent identification, talent pooling (identification of high potential talent irrespective of future roles, and succession planning to ensure we have the leadership, functional and technical cadre to achieve our Purpose.

Performance Management – We will drive a high-performance culture through effective performance management policies, systems, and processes which promote individual and organisation performance.

Equity, Diversity & Inclusion (EDI), including Anti-Racism – We are striving to role model in all we do to be representative of the cultures, countries and demographics we operate in. Operating in over 50 countries provides a richness of skills, cultures and experienced. PLAN LIMITED is committed to enhancing its commitment to a truly EDI workforce, where all staff have the opportunity and ability to reach their full potential and to make lasting impact to the communities we serve.

10. Our calculations at a glance

PLAN LIMITED Global Hub – UK Gender Pay Gap Reporting (snapshot date 5 April 2020, published in 2021)		
	Mean	Median
Gender Pay Gap	14.96%	9.61%
Gender Bonus Gap	PLAN LIMITED does not pay bonuses	
The proportion of males and females receiving a bonus payment		
Proportion of females and males in each quartile band		
Quartile	Female	Male
Upper	53.13%	46.88%
Upper middle	66.15%	33.85%
Lower middle	65.63%	34.38%
Lower	84.62%	15.38%

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 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.