

Plan International

UK Gender Pay Gap Report

Snapshot date 5 April 2024

Published 2025

UK Gender Pay Gap 2024

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 vital that our internal workplace culture reflects our work externally and we are committed to cultivating a positive working environment for all, where individuals in all their diversity can thrive.

We recognise that the gender pay gap is a complex issue and often closely affected by other intersectional factors, including race and ethnicity, disability, access to education and age. As a result, different groups of women experience different gaps in pay. Therefore, in line with our global organisational strategy, we are committed to looking through an intersectional lens to close the gap and work towards true gender equality in the workplace; allowing everyone to have the chance to fulfil their potential.

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.

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 in the UK.

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 four equal sections (quartiles). Each quartile contains the same number of individuals.

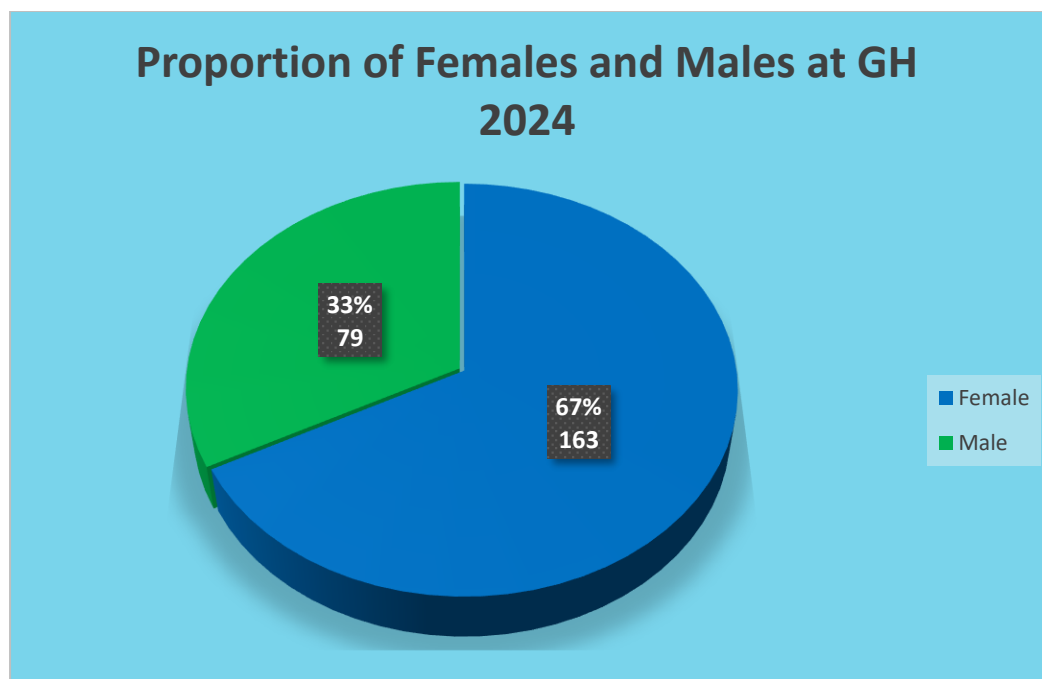
We are required to report how many men and women we have in each quartile, expressed as a percentage within each quartile.

Bonus

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

3. Gender distribution at Global Hub (GH)

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



* Of the 252 Plan Limited relevant employees (including 4 self-employed contractors), 242 were identified as full-pay relevant employees as per government guidelines. These form the basis for all calculations and include part-time as well as full-time employees. The 10 employees excluded from the calculations were not on full pay in the April 2024 payroll due to Statutory Sick or Maternity leave, Sabbatical, etc. For 2024, self-employed contractor data was captured fully with improved systems and processes in place, in line with the regulations.

4. Plan GH Gender Pay Gap 2024

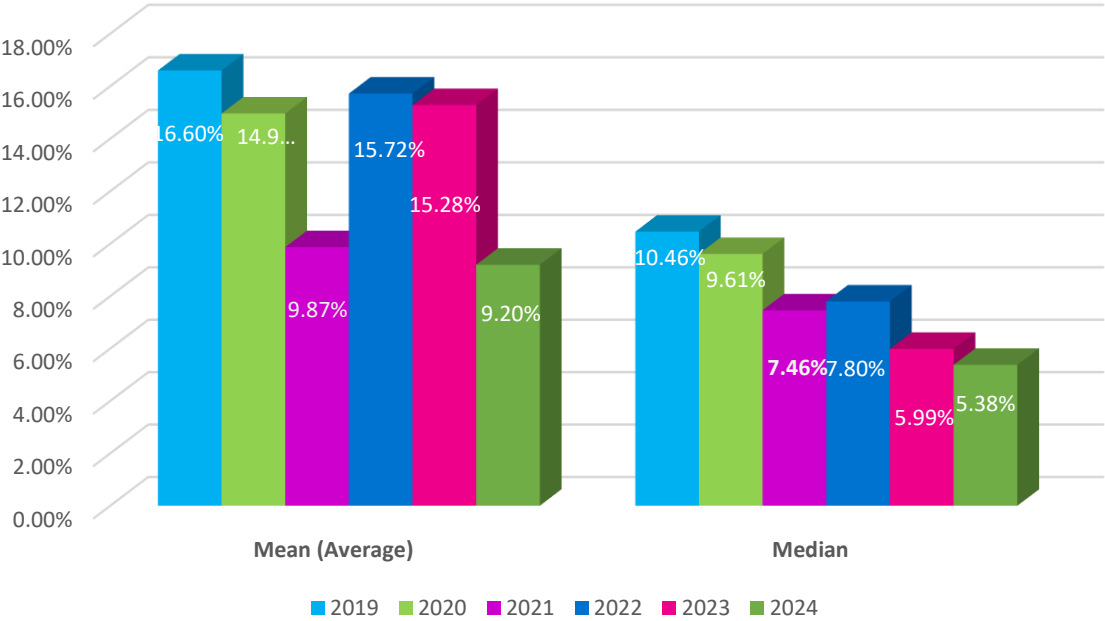
In 2023, Plan GH moved to using more granular pay levels instead of grades 1-7. This means that the data is now split out by levels and will be displayed differently to previous reports. The LT has also moved to the new levels but with one LT member per level in the data, they have been consolidated as they were before into one level for the purposes of this report.

The chart below shows the overall Base Salary Pay Gap 2024 for GH and the comparison between 2019 to 2024. The mean (average) Gender Pay Gap is 9.20% (down from 15.28% in 2023) and the median Gender Pay Gap is 5.38% (down from 5.99% in 2023). This means, as an average and across all Levels, men earn 9.20% more per hour than women and as a median, men earn 5.38% more per hour than women. This gap is heavily influenced by the distribution of gender within the quartiles and Levels, as detailed later in this document. The basis of the CEO salary calculation has always remained consistent across reporting years. The composition of the current Leadership Team (LT) will also have an impact on the gap as some (including five females) are contracted outside of the UK and do not fall under the scope of the reporting requirement.

The inclusion of self-employed contractors in the data this year has also had an impact on the Base Salary Pay Gap for 2024. If these contractors were not included, then the mean (average) Gender Pay Gap is 12.33% (down from 15.28% in 2023) and the median Gender Pay Gap is 6.24% (up from 5.99% in 2023).

It is also of note that some staff members are making higher contributions to the salary sacrifice pension scheme which can have a significant effect on the mean average of a level. This calculation has been made in line with the regulations.

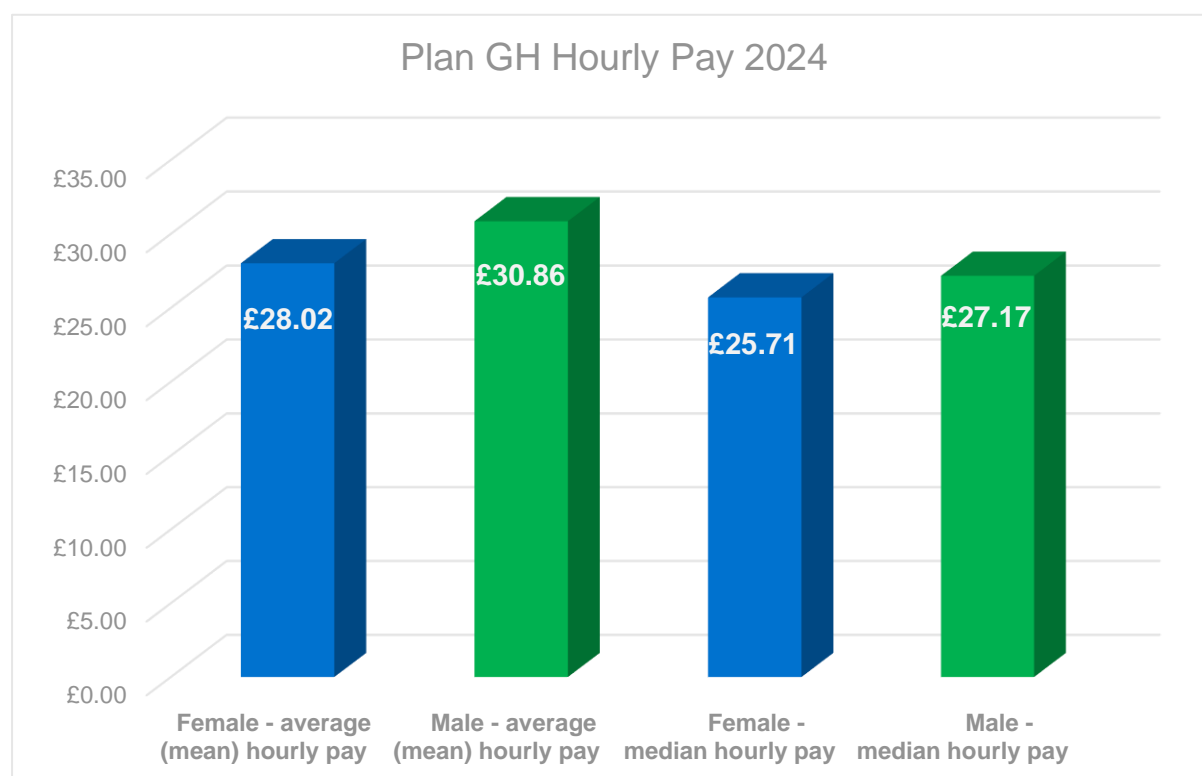
Plan GH Gender Pay Gap comparison 2019 - 2024



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 £2.84 more base salary per hour than women and as a median, men earn £1.46 more base salary per hour than women.

This differential in the mean hourly rate for females and males should be examined alongside the gender distribution in the levels (also covered later in this report). There are no males at all in Level 9 and four males present against fourteen females in Level 12. There are four males present against twenty-two females in Level 14. In Level 18 there are twenty-eight females and ten males. In Level 19 there are significantly fewer males (seven) than there are females (eighteen).



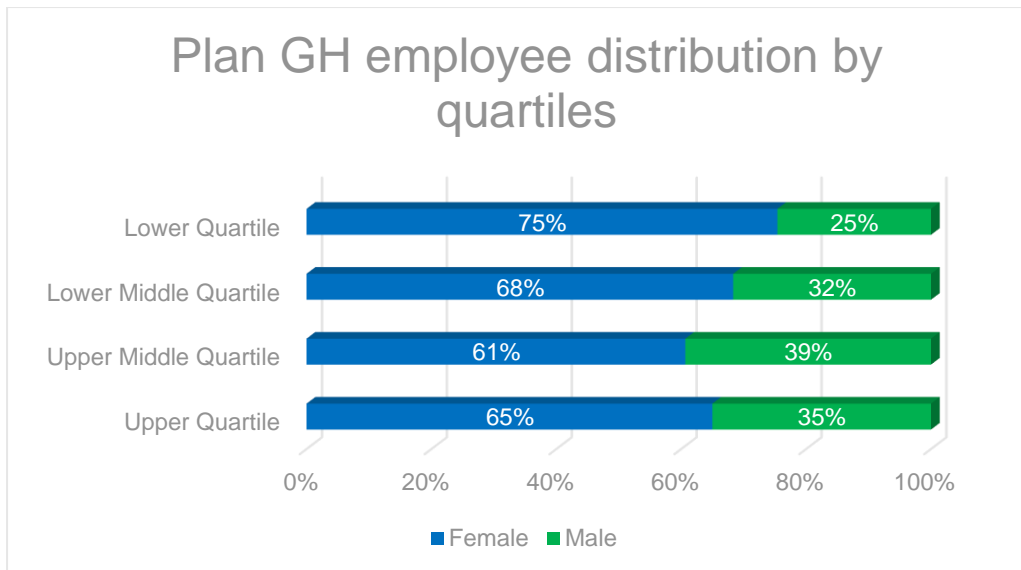
If all salaries were arranged in order, the median salary would be the one with exactly half the data above it and half below it. It contrasts with the mean salary, which is calculated by adding together all the salaries in a data set and dividing it by the total number of salaries.

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 four 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 33% male and 67% female. This is largely reflected in the same manner in the Lower Middle Quartile in the above chart.

However, we have a disproportionally higher percentage of women in the Lower Quartile with 75% instead of 67% and a lower percentage of women in the Upper Middle Quartile with only 61% instead of 67%. 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.

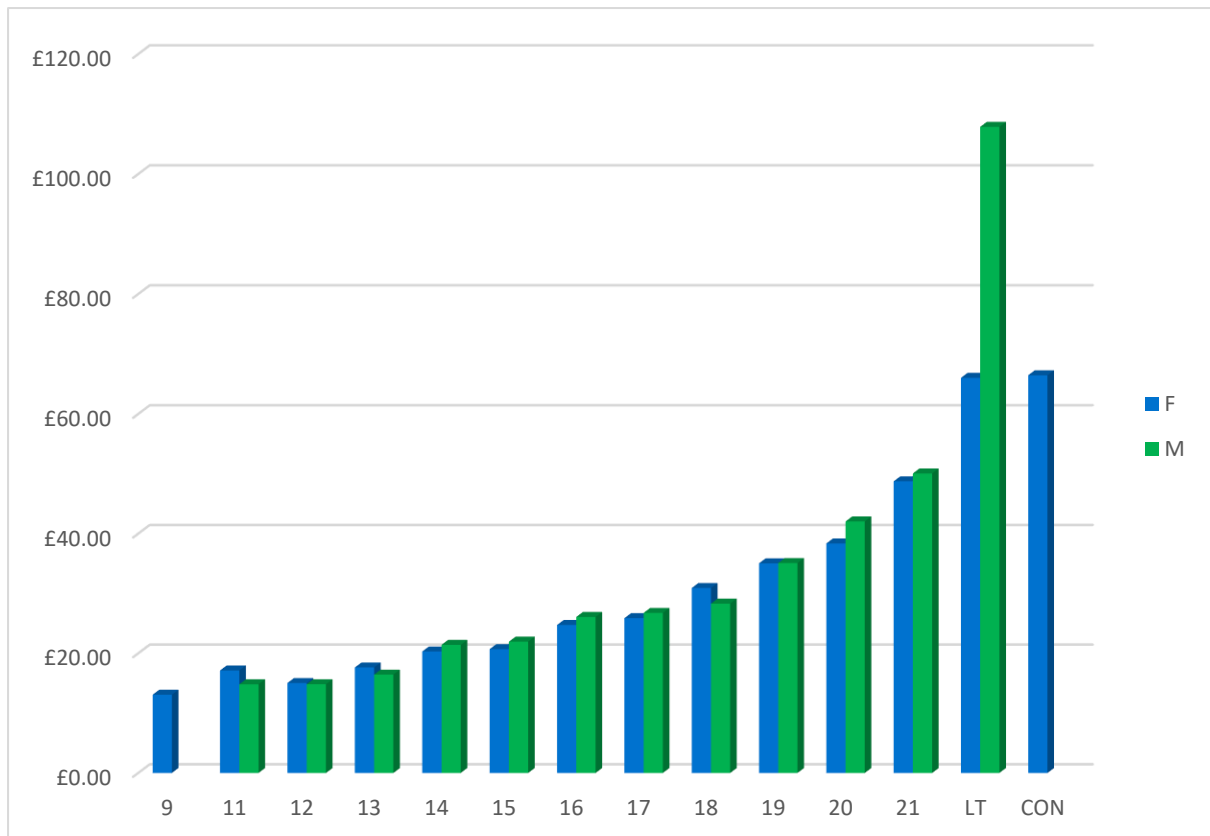
This contributes to our pay gap and why our mean average pay gap of 9.20% is higher than our median average pay gap of 5.38%.

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.

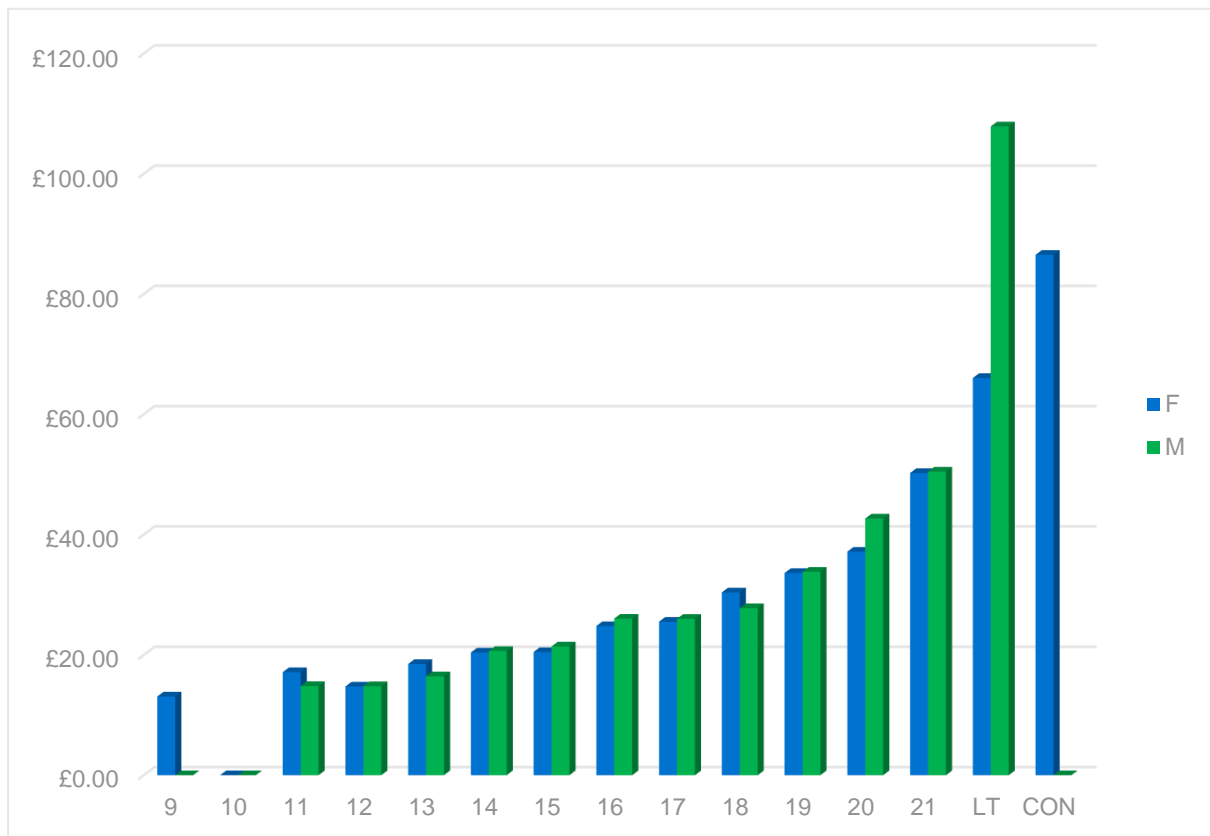
For the median average pay gap the salaries of all women and men are lined up separately and the figure in the middle of this line is the median salary. This way very low or very high outlying salaries have less impact, and this is reflected in our median pay gap of 5.38%.

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

The below chart shows the mean (average) hourly salary by Level. Female salaries are lower than male salaries in Levels 14,15,16,17,19,20, 21 and LT. In Levels 11,12,13, 18 and 'Contractor' female salaries are higher than male salaries. As we don't have any males in Level 9, a comparison is not possible.

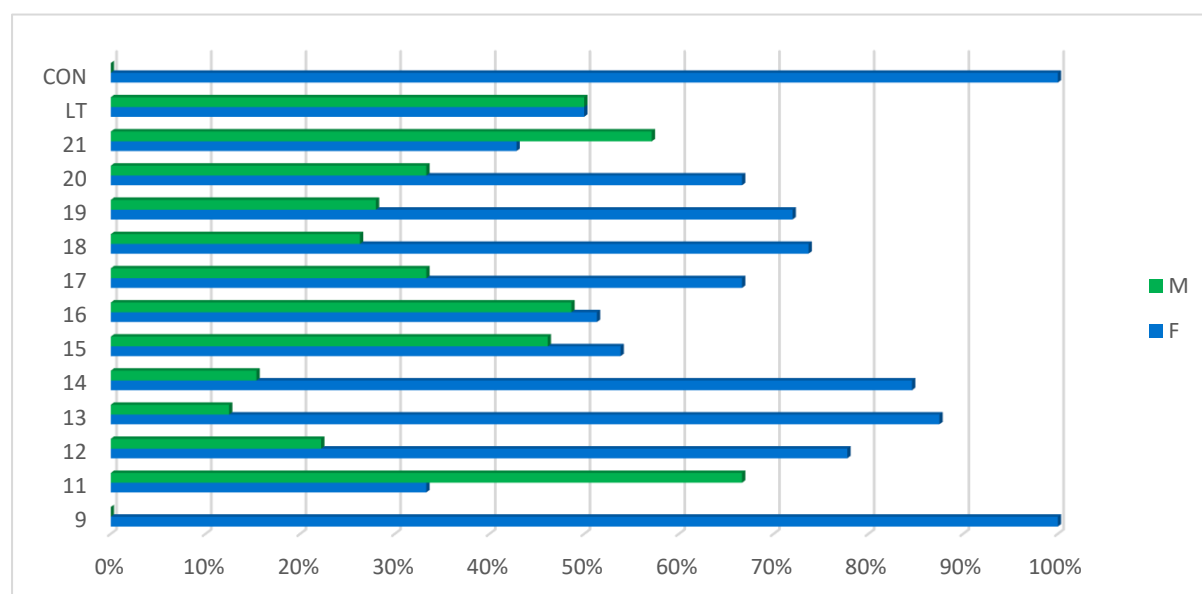


The chart below shows the median hourly salary. Female salaries are higher than their male counterparts in Levels 11,13,18, and 'Contractor'. As we don't have any males in Level 9, a comparison is not possible.



8. Gender distribution by Level

As mentioned above, overall, we have roughly 67% females and 33% males in the organisation. By Level, this percentage is skewed towards a much higher proportion of females in the lower Levels, starting with 100% in Level 9, 78% in Level 12, 88% in Level 13 and 85% Level 14. Level 11 has 67% male and 33% female, but this is the only time the balance is reversed until Level 21. There are no males at level 9 and only one at Level 13. The proportion of females reduces as we move up the Levels, though females outnumber males in all Levels (except Level 21 where 57% are male and LT has an even split 50/50) It should be noted that different contracting arrangements particularly at LT mean this gender split is not accurately reflected. This higher proportion of females in lower Levels 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 International?

Family friendly policies and flexible working - Research shows that the gender pay gap widens after women return from maternity, adoption or parental leave or have other caring responsibilities for children with disabilities or elderly parents and we strive to ensure women and men employed at Plan International have the ability to share childcare more equally through our shared parental leave and equal pay for paternity, maternity and adoption leave. Our family-friendly policies can also be used to support employees with other caring responsibilities. We have moved to a hybrid model of working that combines working from home as well as in the office and we offer a variety of flexible working options such as part-time working, job-share etc. These ways of working are designed to encourage employees to maintain a healthier work-life balance and support women to stay in the organisation for longer, maintain their hours and salary and reach more senior positions. Therefore, we will continue to promote flexible working actively and positively at all levels in the organisation.

Recruitment process – Our commitment to diversity drives continuous efforts to ensure we attract the most diverse talent, removing barriers to inclusion and the impact of bias and using positive action where possible. 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 a variety of structured interviews and work sample tests for recruitment and internal promotions, based around technical competencies, our values and behaviours and the work that the individual will be doing. 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 including implementing improvements as a result of our pilot of a de-biased recruitment tool and additional training for hiring managers and panellists. Our recently refreshed Talent Acquisition Policy and Guidelines has a greater emphasis on inclusive recruitment practices and building and maintaining diverse talent pipelines.

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 with options for virtual or face to face counselling.

Reward – We have introduced a Global Total Rewards Philosophy including a policy, guidelines, systems and processes for PII addressing both fair, equitable and appropriately competitive compensation, and benefits. An organisation-wide approach is being developed and will apply to all Country Offices, Regional Hubs and the Global Hub.

It:

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

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

We use job evaluation to determine the size and complexity of each job and consistently benchmark our roles with the relevant 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. We have a Compensation and Benefits guide which is available to all GH staff and details principles applied to salary positioning, acting allowances, additional duties and includes the full salary scale. This document is currently being updated following the differentiation of salary levels in late 2023 and governance guidelines which are being newly developed under the Total Rewards project.

We recognise in the current socio-economic climate, that inflation will continue to play a deleterious role in our salary reviews when viewed alongside available budget. However, we will allocate our salary review budget following our equitable principles.

Internal culture – Alongside our values and behaviours framework, we are consciously adopting the principles of feminist leadership and anti-racism and equity to cultivate inclusion and equality in the working environments in the different country contexts in which we operate. This recognises the structural inequalities and uncovers the root causes of power imbalances within workplaces. We have an Anti-Racism Council and roadmap of EDI and Anti-racism actions as well as training on power, privilege and bias that contribute to minimising conscious and unconscious bias in decision making at all levels of the organisation.

Talent Management – We continue to strengthen and broaden PII's succession and talent management processes and practices to address several challenges and opportunities. Although diversity has been part of the succession planning and talent identification review process since its inception, Equity, Diversity, and Inclusion has become an increasingly central issue with a strong

emphasis on anti-racism as well as on gender; and ensuring that the potential of all staff is viewed without bias and that succession lists and talent pools are diverse in relation to relevant labour

markets. Our current priorities in further development of our succession and talent approach is to ensure EDI/AR is considered at every stage of the process and in relation to relevant labour markets, both geographically and occupationally, bring in new thinking and different kinds of people. The above is now supported by an updated Talent Management Policy which sets a clear purpose, process, framework and KPIs for succession planning and talent management. It gives more detail of the succession planning and talent management processes within PII and where they interface with other P&C processes. Succession and talent development plans are tracked, evaluated and reported annually. Data for FY24 shows that female staff are well represented in all talent pools. Over 80% of staff in the Organisational and Strategic Leadership talent pools are female and in the emergent and Retain and Sustain talent pools they are 64 and 48%. Overall females represent 66% of the staff identified in talent pools.

GH	Number of staff	Number of females	Percentage of females
Organisational Leadership Talent Pool	5	4	80%
Strategic Leadership Talent Pool	26	22	85%
Emergent talent pools	44	28	64%
Critical Senior Leader Talent Pool	3	3	100%
Retain and Sustain Talent Pool	31	15	48%
Total GH	109	72	66%

Performance Management – We continue to embed the Performance Management Policy to reflect One Plan – Shared Values’ aim to create a culture of accountability where trust will flourish and thrive. We developed the policy with an EDI lens, highlighting the requirement for all staff to equally demonstrate and role model behaviours that support our Values-Based Leadership Competencies, underpinned by Feminist Leadership Principle. The policy provides a framework where all staff have the clarity, certainty and confidence to succeed, are given equitable recognition of achievements, strengths and contributions and individual needs and circumstances are discussed with respect with employee wellbeing in mind. The policy emphasises that Performance Management forms the foundation for Talent Management and through Performance and Talent reviews we validate manager evaluations for the annual pay review and to enable us to carry out a diversity analysis of all successors and staff in talent pools which includes reporting on gender balance and trends.

Learning and Development Policy and Procedures - We continue to embed the policy and procedures with an EDI lens and states that PII promotes and nurtures an enabling environment and a culture wherein individual staff in all their diversity take ownership of their own learning and career development, with support and coaching from line managers and the organisation. Defining a framework to access L&D opportunities to achieve fairness, consistency and transparency in decision-making and inclusive and equitable learning opportunities.

L&D opportunities will be made accessible to all individuals in all their diversity. Creating a safe, respectful and inclusive learning environment by providing reasonable adjustments where appropriate for in-house and external learning opportunities and all staff are valued. PII will address barriers to learning such as the use of technology and will offer alternative approaches to staff.

In FY24, we reaffirm our commitment to Staff Care & Wellbeing by training Wellbeing Champions, implementing a Global Employee Assistance Programme (EAP) offering culturally sensitive support in local languages, and aligning policies through the Staff Care & Wellbeing Framework, recognising diverse wellbeing needs and life stages. To further support our workforce, we introduced the online course, "Be the Change: Cultivating Resilience with Care, Listening, and Psychological Safety," and delivered webinars designed to equip all staff with practical strategies to manage stress and foster psychological safety.

Additionally, two volumes of a Facilitator's Toolkit have been developed, providing helpful guidance to ensure accessibility and adaptability across diverse learning and facilitation contexts. These initiatives reflect our commitment to Diversity, Equity, and Inclusion (DEI) by fostering a workplace where all employees, regardless of gender, background, or ability, have equitable access to wellbeing support and resources.

Business Management Competencies - We are continuing to drive a performance culture that enables Plan International to operate as effectively and efficiently as we strive to deliver our Global Strategy, All Girls Standing Strong Creating Global Change. The **Business Management Competencies** are the knowledge and skills-based behaviours needed to do this. They are enablers of the Leadership Competencies and designed to be used together to maximise our overall impact.

Under Working with Others - a key behaviour for staff is "We help to keep colleagues and others safe and to promote equity, diversity and inclusion" and for **People Management** – key behaviour for managers is "I promote equity, diversity and inclusion in all activities, decisions and processes, monitoring and increasing diversity in the team and creating safe spaces for vulnerable individuals or groups in Plan International".

The Global Induction Programme - has been aligned and updated with the Global Strategy 2023-2027. The webinar and the link to the resources on values-based leadership and feminist leadership principles has been updated to include a section on Anti-racism vision and principles.

Making inclusion a normal part of who we are and what we do - Through our Equity, Diversity, Inclusion (EDI) and Anti-racism (AR) roadmap we are striving to role model in all we do to be representative of the cultures, countries and demographics within which we operate. We are continuing to build internal capacity for EDI and AR through the implementation of the EDI/AR roadmap and design, implementation and coordination of EDI initiatives across the organisation, as well as bringing a specialist inclusion lens to Plan's internal policies, processes and guidance. This includes facilitating and supporting internal employee networks and affinity groups to create safe spaces for staff and foster a culture of belonging. We have reviewed and re-launched our harassment, bullying and discrimination policy and are developing an all-encompassing EDI policy to support us in realising our internal cultural aspirations of true gender equality and anti-racism.

PII has a Global Women's Network and aspirations of -connecting and mentoring women across the organisation in their career goals. We are also fostering safe spaces for women to engage on issues pertaining to the workplace. In working to close the gender pay, we will be working with this affinity group to support women in their progression within the organisation. This should also improve the retention of women at higher pay levels.

- Our calculations at a glance

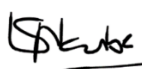
Plan Global Hub - April 2024 Gender Pay Gap Reporting

Snapshot date 5 April 2024, to be published by 4 April 2025

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 mean average	£28.02	£30.86	9.20%	£2.84
2. average gender pay gap as a median average	£25.71	£27.17	5.38%	£1.46
3. average bonus gender pay gap as a <i>mean average</i> *	Plan International does not pay bonuses			
4. average bonus gender pay gap as a <i>median average</i> *				
5. proportion of males receiving a bonus payment and proportion of females receiving a bonus payment*				
6. proportion of males and females when divided into four groups ordered from lowest to highest pay	Female	Male		
Upper quartile	65.00%	35.00%		
Upper middle quartile	60.66%	39.34%		
Lower middle quartile	68.33%	31.67%		
Lower quartile	75.41%	24.59%		

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 2024.



Lawrence Ncube
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 March 2025

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About Plan International

Plan International is an independent development and humanitarian organisation that advances children's rights and equality for girls. We believe in the power and potential of every child but know this is often suppressed by poverty, violence, exclusion and discrimination. And it is girls who are most affected. Working together with children, young people, supporters and partners, we strive for a just world, tackling the root causes of the challenges girls and vulnerable children face. We support children's rights from birth until they reach adulthood and we 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 85 years, we have rallied other determined optimists to transform the lives of all children in more than 80 countries. We won't stop until we are all equal.