



Gender pay gap report

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Introduction

Culture is a critical aspect of any organisation, as is the common baseline that binds us together and creates a sense of purpose. Our aim is to continuously evolve a successful business underpinned by an open, honest, and forthright culture that allows us to;

- Be amazing to our customers and partners
- Be responsible, be accountable. Show mutual respect and care for each other
- Demonstrate integrity, openness, honesty, and transparency
- Create new ideas. Innovate existing ones

It is very important that across the Company we treat everyone fairly and equally.

As part of our commitment to ensure diversity and inclusion in our services and in our workforce, we have signed up to work with the Employer Network for Equality and Inclusion (ENEI). Our aim is to review our working practices and further the work we have already been doing in employee diversity and inclusion.

Gender equality is just one part of this, but we welcome the insight that has been provided by the gender pay gap reporting regulations. It has helped to give us a good picture of where we are now and think about ways we can improve.

At AdEPT, the nature of the work we do attracts a high number of male employees, and our gender split is roughly 75 per cent male and 25 per cent female. Women are not currently well represented across all levels of the organisation, with only one member of our executive team being female. There are also no females at board level, this means that we compare less favourably to the national average of c30% female board membership.

Our gender pay gap is 15.54% (median). While we are confident in the policies and procedures we already operate to support diversity and inclusion on a gender basis, we are still committed to do more and will strive to reduce our gender pay gap.

Further analysis on what may be creating this gap is detailed in this report, along with the first steps we intend to take to work towards reducing the gap even further.

A handwritten signature in black ink, appearing to read "Phil Race", with a long horizontal line extending to the right.

Phil Race

Chief Executive Officer - AdEPT

Gender pay gap vs equal pay

Although equal pay and the gender pay gap look at differences between women's pay and men's pay, they are two different issues and this needs to be remembered when reading this report.

Equal pay is the right for men and women to be paid the same when doing the same or equivalent work. This is a legal requirement.

Gender pay gap is a measure of the difference between men's and women's average earnings across an organisation. All roles across the organisation are included in calculating the average earnings figure and it is expressed as a percentage of men's earnings.

This report is about our gender pay gap

Having a gender pay gap does not automatically mean that there is an equal pay issue within an organisation. There are several reasons for a gender pay gap, for example, a gender imbalance in the different levels of roles or if particular types of roles are dominated by a single sex. AdEPT is an equal pay employer, having regard to equal pay legislation and adhering to an equal pay practice.

Why we have an Action Plan

Gender pay gap is a complex issue and is impacted by a variety of factors. In developing the action plan, AdePT is looking broadly at: providing fair and equal opportunities for development and progression; creating and increasing flexible working options and other family friendly benefits; ensuring men and women have an equally positive experience of working at AdePT.

It is recognised that several factors influence the number of senior women in an organisation, including the culture of the organisation, opportunities for promotion, flexible working etc. Therefore, a range of initiatives are being included in this action plan to develop a strategic approach to change. It is not believed that one initiative alone can bring about the change required.

AdEPT's gender pay gap data

New regulations were introduced in 2017 which mean that employers are required to report on several different statistical measures of gender pay on the snapshot date of 5th April each year for non-public sector employers with more than 250 employees. We welcome these changes and have included the measures in this report along with other information which we hope will be helpful.

A guide to the figures

Mean

The average of a set of numbers. All numbers are added together and divided by the number of figures put into the calculation.

For example, taking 5, 8, 12, 26, and 40, the sum of the numbers is 91. Dividing this by five (the number of figures) gives you a mean of 18.2.

The regulations require us to report the difference between the mean hourly rate of men compared to the mean hourly rate of women, expressed as a percentage of the men's figure.

Median

The middle value of a list of numbers. If the list has an odd number of entries, the median is the middle entry after sorting the list into increasing order. If the list has an even number of entries, the median is halfway between the two middle numbers after sorting.

For example, taking 5, 8, 12, 26, and 40, the median value is 12.

The regulations require us to report the difference between the median hourly rate for men compared to the median hourly rate for women, expressed as a percentage of the men's figure.

Pay quartiles

Rates of pay are placed into a list in order of value and the list is divided into four equal sections (quartiles). Each quartile will contain the same number of individuals.

The regulations require us to report how many men and how many women are in each pay quartile, expressed as a percentage within each quartile.

Bonus

The regulations also require us to publish the same measures as above on bonus payments.

The figures

The following table details the figures for AdEPT for 2021.

Measure		Percentage (2021 results)
Difference in hourly pay	Mean	31.59%
	Median	15.54%
% Of women in each pay quarter	Lower hourly pay quarter	31.76%
	Lower-middle hourly pay quarter	31.76%
	Upper-middle hourly pay quarter	23.53%
	Upper hourly pay quarter	11.76%
Who received bonus pay	Women	3.57%
	Men	1.56%
Difference in bonus pay	Mean	31.03%
	Median	25.00%

Mean and Median hourly rates



Male



Female

£23.32

£16.47

This gives us a mean gender pay gap of 31.59%

£17.51

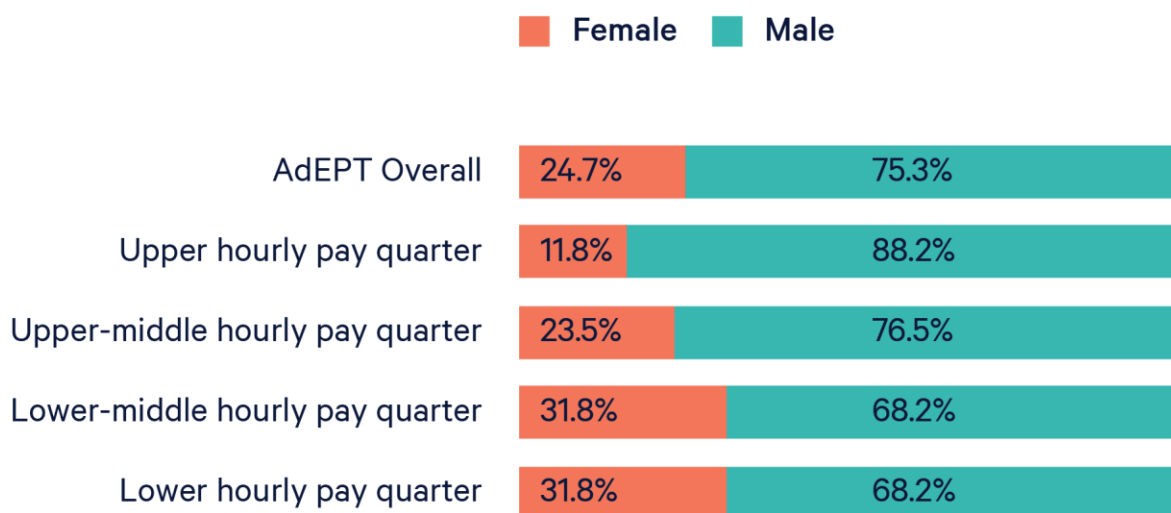
£14.90

This gives us a median gender pay gap of 15.54%

Pay quartiles

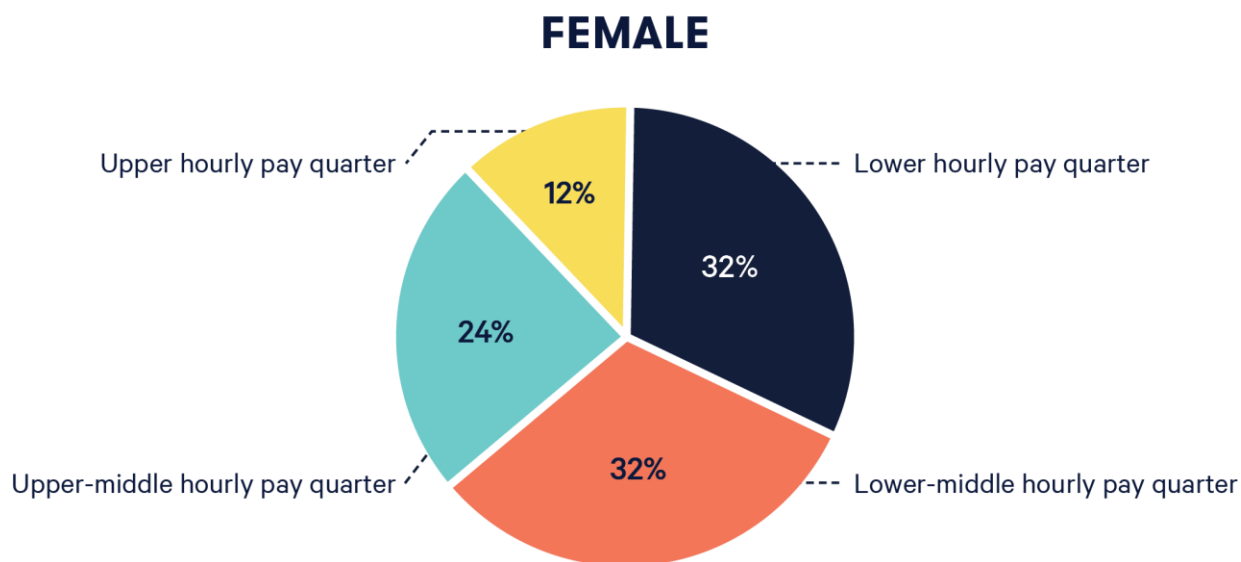
This shows the gender split within each pay quartile.

GENDER SPLIT WITHIN EACH QUARTILE

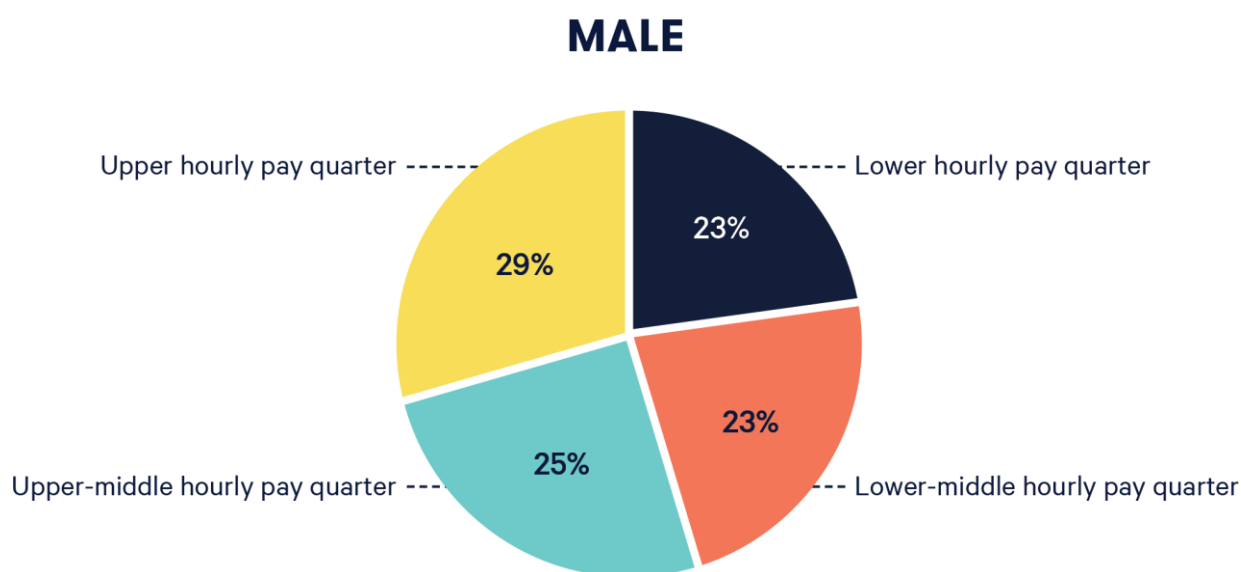


In addition to looking at the distribution within pay quartiles, we also looked at how our male and female populations were distributed across the pay quartiles:

Female distribution across quartiles



Male distribution across quartiles



Understanding our figures

25 percent of our staff are female. Where organisations are predominantly one gender or the other, gender pay gaps can easily arise and relatively small changes in the balance of genders can have a significant impact.

From the data on how our men and women are distributed across the pay quartiles you can see that men are quite evenly spread across the quartiles; however, women are more highly represented in the lower quartiles and only 12% of women sit in the upper quartile. This is what causes the median hourly rate to be higher for males.

Actions

There are several things that need to change to reduce or eradicate the gender pay gap in the UK, which are outside the control of employers. These will involve long-term plans to address cultural biases – starting in early education with gender biases towards certain professions and roles in society. However, AdEPT is committed to ensuring we are doing what we can to address our Gender Pay Gap.

Effective actions

These actions have been tested in real world settings and found to have a positive impact.

Include multiple women in shortlists for recruitment and promotions

When putting together a shortlist of qualified candidates, make sure more than one woman is included. Shortlists with only one woman do not increase the chance of a woman being selected.

Use skill-based assessment tasks in recruitment

Rather than relying only on interviews, ask candidates to perform tasks they would be expected to perform in the role they are applying for. Use their performance on those tasks to assess their suitability for the role. Standardise the tasks and how they are scored to ensure fairness across candidates.

Use structured interviews for recruitment and promotions

Structured and unstructured interviews both have strengths and weaknesses, but unstructured interviews are more likely to allow unfair bias to creep in and influence decisions.

Use structured interviews that:

- Ask the same questions of all candidates in a predetermined order and format
- Grade the responses using pre-specified, standardised criteria. This makes the responses comparable and reduces the impact of unconscious bias.

Encourage salary negotiation by showing salary ranges

Women are less likely to negotiate their pay. This is partly because women are put off if they are not sure about what a reasonable offer is. Employers should clearly communicate the salary range on offer for a role to encourage women to negotiate their salary. This helps the applicant know what they can reasonably expect.

If the salary for a role is negotiable, employers should state this clearly as this can also encourage women to negotiate. If women negotiate their salaries more, they will end up with salaries that more closely match the salaries of men.

Introduce transparency to promotion, pay and reward processes

Transparency means being open about processes, policies, and criteria for decision-making. This means employees are clear what is involved, and that managers understand that their decisions need to be objective and evidence-based because those decisions can be reviewed by others. Introducing transparency to promotion, pay and reward processes can reduce pay inequalities.

Appoint diversity managers and/or diversity task forces

Diversity managers and task forces monitor talent management processes (such as recruitment or promotions) and diversity within the organisation. They can reduce biased decisions in recruitment and promotion because people who make decisions know that their decision may be reviewed. This accountability can improve the representation of women in an organisation.

Diversity managers should:

- Have a senior/executive role within the organisation
- Have visibility of internal data
- Be in the position to ask for more information on why decisions were made
- Be empowered to develop and implement diversity strategies and policies

The Equality and Human Rights Commission has identified ways in which employers may seek to address pay gaps. Having reviewed these, we have developed the following action points:

• Encourage applicants from genders not typical to the role, such as more men into social worker roles and more women into IT.

We will review our recruitment materials, sources, and practices to reduce any gender bias within the recruitment process.

• Ensure flexible working practices we already have in place are applied fairly across all levels of roles, subject to fulfilling the organisation's needs. Most people requesting flexible working are women with caring responsibilities.

We will look at how our flexible working practices operate across the organisation and address any barriers that are identified.

• Review policies and practices that support childcare or other caring responsibilities to ensure equal support is available to men and women to undertake them.

We will keep our family-friendly policies under regular review and ensure that men are not overlooked as potential carers outside of the workplace.

- **Unlock the potential opportunities to upskill or retrain available through apprenticeships – both with internal applicants and recruitment into apprentice roles.**

Whilst this is a new initiative and is still being developed, we hope this will also support internal promotions and open more opportunities in the lower quartiles.

- **Review working practices in our lowest paid jobs.**

Addressing the gender pay gap is about creating balance at both ends of the pay distribution and we have a low percentage of male workers in the lower quartile. We will investigate if there are any factors that are preventing men entering these roles – such as high levels of part time roles which tend to attract more female workers – and consider if we can break down any barriers

Action Plan

	Action	Timeframe
	Data Transparency	
1	Continue to analyse and publish transparent, clear, and detailed workforce information including information on the gender pay gap. Expand the range of metrics to provide data on fixed term contracts (including gender breakdown of staff on fixed term contracts).	In place - annually
	Diversity and Inclusion Management Board	
2	Continue to review gender equality pay data, emerging issues, and this action plan.	In place - annually
	Flexible Working and family friendly benefits	
3	Continue offering, promoting, and publicising the full range of flexible working to all AdEPT staff and to new entrants through all appropriate media to raise awareness of their range and availability. All recruiting managers to continue to consider flexible working at the staff hiring stage.	In place – ongoing and monitoring
4	Support senior and line managers to further improve consistency of access to flexible working across different teams, monitor take up and staff perceptions about availability of flexible working in the staff engagement survey and act as appropriate.	In place – ongoing and monitoring
5	Continue to work with external expert partners, for example EAP/Benefex to promote best AdEPT.	In place – ongoing and monitoring
	Inclusive leadership and unconscious bias	
6	All interview panels to be gender diverse, trained in best practice in recruitment, including countering discrimination and unconscious bias.	September 2022
7	Review impact of 'no name' application forms.	Annually
8	Include an unconscious bias script/reminder in the interview pack for recruiting managers, to ensure bias and how to minimise it is front of mind.	Ongoing after completion of training
9	Roll out unconscious bias learning to all staff including the Exec team.	September 2022
10	Encourage and monitor take-up of mandatory Diversity and Inclusion training to further minimise discrimination, inappropriate behaviours, and unconscious bias occurrence	Ongoing after delivery of training

	in the workplace. Offer team-based refresher training where appropriate.	
Career Development		
11	Explore mentoring, career advice/coaching and offer career development programmes by allocating more funding for women and promote it into the organisation to maximise take up.	End of FY 2022
12	Work with AdePT staff to offer access to external mentors through initiatives like Women's Sponsorship Initiative and prioritise access to middle and senior manager level female staff.	End of FY 2022
13	Produce regular updates as part of the monthly reports on take up of development opportunities by gender and other equality strands. Include breakdown by permanent/fixed term contracts to see if staff on fixed term contracts are adversely affected. Where appropriate, extend development opportunities available to permanent staff, to staff on short term contracts.	Ongoing
14	Provide leadership and management development programmes to establish a talent pipeline for leaders and managers of the future. Monitor resulting promotions and other impacts on career development.	End of FY 2022
15	Work with the AdePT family to promote women's networks to female employees to support their career development.	End of FY 2022
Board and senior level recruitment		
16	All senior and remunerated board recruitment campaigns to aim for balanced shortlists.	As and when they arise