

Gender pay gap report 2018



**citizens
advice**

Introduction

What is the gender pay gap?

The gender pay gap shows the difference in average earnings between women and men across our national organisation. It is important to note that gender pay is not the same as equal pay. Equal pay is the pay difference between men and women who do the same or similar jobs or who do work of equal value. Citizens Advice takes pay equality very seriously. All of our jobs are evaluated using a recognised evaluation scheme which ensures that the value of every role in the organisation is measured consistently and that we pay equally for work of equal value.

In 2017 the Government made it a legal requirement for all organisations with more than 250 employees to publish their annual gender pay gap. As well as submitting our data to the Government we also make our data available on our own website.

Our data for 2018

In 2018 our mean and median¹ pay gaps have both moved slightly from the equivalent measure in 2017. Our mean gender pay gap in 2018 was 17.69% (2017: 17.53%) and our median was 22.10% (2017: 23.92%).

The gender pay gap reporting process also requires us to show the distribution of our workforce across four quartiles as set out in the table below. The organisation as a whole has a female to male ratio of 70% female to 30% male.

	Lower quartile	Lower mid quartile	Upper mid quartile	Upper quartile
2018				
male	17.6%	22.3%	28.5%	44.8%
Female	82.4%	77.7%	71.5%	55.2%
2017				
male	16.8%	20.4%	39.0%	43.2%
Female	83.2%	79.6%	61.0%	56.8%

¹ The mean average is calculated by totalling all salaries and dividing by the number of employees, the median is the middle salary from all employees salaries.

The context for Citizens Advice

As an organisation with a deep commitment to equality and inclusion it is disappointing that our gender pay gap remains high despite a strong focus on equality, diversity and inclusion. Further analysis has shown that there are two significant factors which are driving our gap.

The first is the difference between the distinct business unit which provides direct services to clients and the national membership role of the organisation which supports our member (local citizens advice) organisations. Whilst our overall workforce is 70% female to 30% male the business unit providing direct client services is 85% female and 15% male. Almost all of the roles in that unit are engaged in operational, front line delivery and administration and are locally-based across England and Wales. The management structure is lean and the majority of roles are at the lower end of our pay and grading structure. Because of their nature and location, we are able to provide significantly more part time, local roles and this is proving particularly attractive to female staff. Measured as a discreet business unit this part of our organisation has a zero gender pay gap (mean .04%, median 0%).

If we then take the rest of the organisation (that providing support to the local Citizens Advice membership organisations) as a discreet business unit, the gender pay gap whilst still significant, is much more in line with similar charities with a mean of 9.59% and a median of 6.96%. This is summarised in the table below.

	All staff	Citizens Advice (excluding direct client delivery)	Direct client delivery unit
Mean	17.69%	9.59%	0.04%
Median	22.10%	6.96%	0%

The other factor which we think is having a significant effect is the predominance of male staff in the technology workforce. We, like many organisations, have been investing in technology and digital and hiring staff with these specialisms. The recruitment market for these skills is both very tight and predominantly male.

Neither of these factors is meant, in any way, to excuse or indicate complacency around our gender pay gap. Rather, it is to help us understand what is causing the gap and help ensure the actions we are taking are properly targeted.

What we are doing to address the gap

We are taking a number of steps to reduce our pay gap. Some of these are continuing actions which we believe are already producing positive results others will take a bit longer to take effect. These include:

- Continuing to invest in and prioritise our equality, diversity and inclusion (EDI) goals, ensuring that these are an integral part of our new 3 year strategic framework (Future of Advice).
- Attracting more women into technology and digital roles. Our current gender split in this area is 77% male to 23% female. This is already improving as we grow our digital team which has a better gender balance and we have already recruited a number of female leaders into this teams, but we are reviewing our overall recruitment strategy in these to see how we can get ahead of the industry. Areas we are looking at include setting up our own apprenticeship schemes and forming links with universities to help attract more diverse applicants.
- We already offer a wide range of flexible working options and we are going to review these and our overall benefits and employee engagement offer to ensure we have a really compelling, competitive and family friendly offer.



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