

2022 GENDER PAY GAP REPORT

Background

The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 introduced a requirement for all employers with 250 or more employees on a 'snapshot date' to publish details of their gender pay and bonus gap every year. This is the third year that Samaritans have been eligible to submit their data.

As such, Samaritans have published the following data:

- Gender pay gap - mean (average) and median
- Gender bonus gap – mean (average) and median
- Percentage of men and women receiving a bonus payment
- Percentage of men and women in each quartile of the organisation's pay structure

The data is based upon the snapshot date of 5 April with the requirement being for the data to be published on the organisation's website and the GOV.UK website no later than 4 April the following year and annually thereafter.

Equity, diversity and inclusion within Samaritans

Samaritans is strongly committed to greater equality, diversity and inclusion; and the new five-year strategy has this – and its renewed EDI commitment – interwoven throughout.

The Regulations require us to report on a binary definition of sex (which is assigned at birth - female and male) rather than gender (which is largely culturally, socially and personally determined). Therefore, for the purposes of this report, we have categorised our employees as either female or male based on the sex stated on their legal documents eg, passport.

With that said, as part of our ongoing EDI commitment, we actively support all gender identities and recognise that some of our people may not identify with either 'gender' mentioned in this report.

2022 gender pay gap report

Samaritans hereby publishes its annual gender pay gap report for the snapshot date as at 5 April 2022.

Workforce profile:

As at 5 April 2022, Samaritans' workforce headcount was 328. The profile and overall gender split is:

MALE: 96 headcount / 29 %
FEMALE: 232 headcount / 71 %

As at 5 April 2021, headcount was 276, split as follow: Male 76 (27.54%) / Female 200 (72.46%) which represents an increase of 52 headcount in one year.

Gender pay gap – mean (average) and median

The mean pay gap is calculated by adding up the hourly pay of all the women in the business and dividing by the number of women. We then do the same sum for men and compare the two figures and show the result as a percentage (%).

Mean gender pay gap (average)		
Gender	Mean hourly pay	Percentage
Male	£25.29	
Female	£22.16	
Total		12.34% <i>(rounded down to 12%)</i>

Our mean gender pay gap, as at 5 April 2022, is 12%

Compared to last year's report and the data we took on 5 April 2021, this represents a decrease of four percentage points (16% in 2021), meaning the average female earns £0.68 more than the previous year, and the average male earns £0.39 less per hour.

The median pay gap is calculated by finding the exact middle point between the lowest and highest paid man in the business and the lowest and highest paid woman. We then compare the two figures and show the difference as a percentage (%).

Median gender pay gap		
Gender	Median hourly pay	Percentage
Male	£22.12	
Female	£20.75	
Total		6.21% <i>(rounded down to 6%)</i>

Our median gender pay gap, as at 5 April 2022, is 6%

Compared to last year's report and the data we took on 5 April 2021, we have seen a decrease of seven percentage points (13% in 2021), which means a middle-ranking female earns £0.51 more than the previous year, and a middle-ranking male earns £1.16 less per hour.

Gender bonus gap – mean (average) and median

Samaritans did not pay any bonuses to its employees during the reporting year 2022/23 and the requirement to report on this is therefore not applicable.

Percentage of men and women in each quartile of Samaritans' pay structure

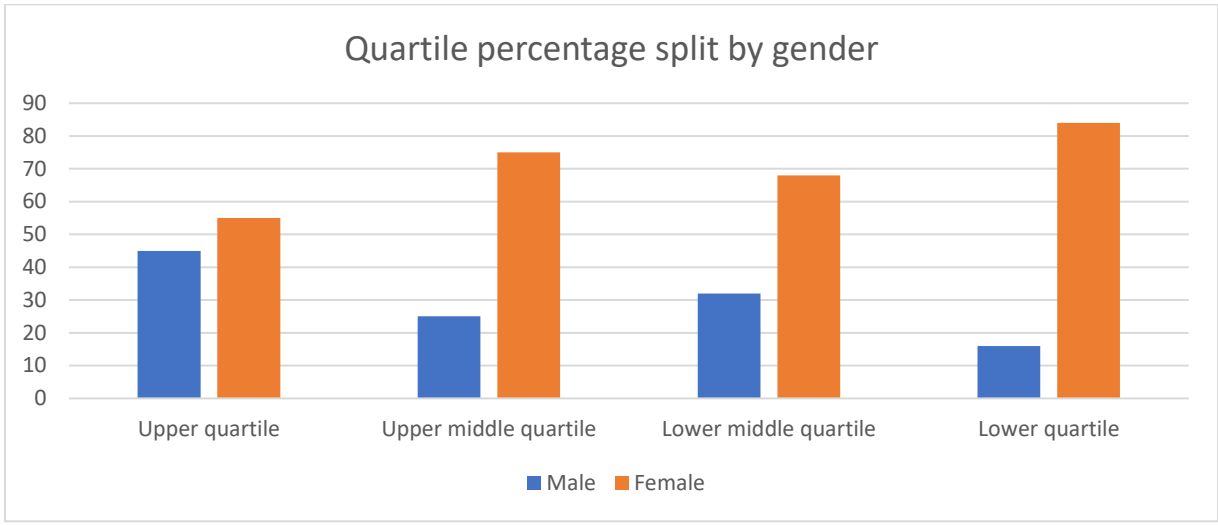
In order to determine pay quartiles, employees are arranged into four equal parts referred to as 'quartiles'. This spans from the lowest paid to the highest paid. The pay quartiles then show the proportion of male and female employees in each, ranging from the lowest paid quarter to the highest paid quarter.

Lower quartile				
<i>All employees whose standard hourly rate is within the lower quartile</i>				
Gender	2022 total employees	2022 percentage	2021 total employees	2021 percentage
Male	13	16%	17	25%
Female	69	84%	52	75%
Total	82		69	

Lower middle quartile				
<i>All employees whose standard hourly rate is more than the lower quartile but the same or less than the median</i>				
Gender	2022 total employees	2022 percentage	2021 total employees	2021 percentage
Male	26	32%	13	20%
Female	56	68%	56	80%
Total	82		69	

Upper middle quartile				
<i>All employees whose standard hourly rate is more than the median but the same or less than the upper quartile</i>				
Gender	2022 total employees	2022 percentage	2021 total employees	2021 percentage
Male	20	25%	16	23%
Female	60	75%	53	77%
Total	80		69	

Upper Quartile				
<i>All employees whose standard hourly rate is within the upper quartile</i>				
Gender	2022 total employees	2022 percentage	2021 total employees	2021 percentage
Male	37	45%	30	44%
Female	45	55%	39	56%
Total	82		69	



What is the difference between equal pay and gender pay?

Equal pay deals with the pay differences between men and women who carry out the same roles, similar roles or work of equal value. It is unlawful to pay people unequally because they are a man or a woman.

Gender pay illustrates the differences in the average pay between men and women. An organisation may have a gender pay gap if a majority of men are in top jobs, despite paying male and female employees the same rates of pay for similar roles.

Why does Samaritans have a gender pay gap?

Although Samaritans has more female employees than male employees, 71% to 29%, there are five times more female employees in the lower quartile and the percentage difference is highest in the lower quartile meaning that the majority of female employees are paid at the lowest rate in the organisation.

Although Samaritans has a lot of females in high ranking positions in the Senior Leadership Group and the CEO role, the percentage difference is much lower in the upper quartile with a 45% / 55% male / female split which leads to there still being a gender pay gap.

The difference in hourly pay is driven by the compounding effect of a higher proportion of men in the higher paid roles and a higher proportion of women in the more lower level grades. 84% of employees in the lower quartile are female, compared to 55% in the upper quartile. The disproportionate distribution of men across the organisation, 16% in the lower quartile compared to 55% in the upper quartile, is one of the factors driving the gender pay gap.

While there remains a gap in pay between men and women, it is reassuring that both the mean and median pay gap are on positive trajectories since last year, and the gap is closing.

How does Samaritans' gender pay gap compare with that of others?

The requirement to report on gender pay differences is aimed at encouraging organisations to identify any gap and put in place measures to reduce this.

Samaritans are connected in with a number of different networks, and undertake a lot of research to determine how our gender pay gap compares and what initiatives we can put into play to address the gap. We have therefore established that our median gender pay gap – at 6% - is towards the lower end of the comparison range (3% - 21%); and our mean gender pay gap – at 12% - is just below mid-point (6% - 20%).

Based upon research obtained from the Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) figures, in 2022 the mean gender pay gap among all employees, across all sectors, decreased to 14.9%, from 15.1% in 2021, but is still below the 17.4% seen before the coronavirus pandemic in 2019.

What is Samaritans doing to address the gender pay gap?

Samaritans is committed to reducing the current gender pay gap and continuing a long-term view of resourcing, developing and engaging our workforce. Below outlines the actions taken in the past 12 months, and identified actions to encourage gender equality at work over the next 12 months:

1. Recruitment of Head of EDI

Samaritans created a new role within the organisation – Head of Equity, Diversity and Inclusion. The postholder joined in August 2021, and has spearheaded a review of existing actions and practices to create an evidence base from which priorities were set. Key metrics were designed and gathered, and from this rich data, our EDI Commitment and Plan was developed and launched, and a fresh approach taken.

2. Introduction and launch of our EDI Commitment and Plan

Work continued on developing our EDI Commitment and Plan, with the intention of building an inclusive culture ensuring that inclusion and tackling 'disparities' is a central part of everything we do. This includes a commitment to leadership development, staff progression, unconscious bias training, how we can be more gender neutral in our adverts, questions and assessment at interview stage.

It was officially launched in August 2022. Feedback continues to be gathered and will be taken into account and subsequently inform how our templates and processes are adapted.

3. Seeking greater awareness and responsibility from all

We have, and will continue to, seek greater responsibility and accountability for the gender pay gap from the Senior Leadership Group (which includes the CEO, Executive Directors and Assistant Directors/Heads of Service). One of the Executive Directors has been designated EDI Champion and continues to work collaboratively with the EDI team in promoting and embedding our commitments.

4. KPI data and metrics

There has been, and continues to be, an enhancement of KPI data and reporting to ensure the EDI perspective is sought. This informs our thinking and approach, and enables us to tailor our communications through an inclusive lens.

5. Pay benchmarking/job Evaluation

We will scope, seek and introduce a formal Job evaluation during 2023 in order to obtain formalised evidence that salaries are based purely on the skills, knowledge and experience needed for the role and not on role holder or previous role holder.

In the meantime, we continue to use an external reward company and a pay benchmarking online platform to assess our salaries both internally and against the sector to ensure parity. Samaritans currently pay between the median and upper quartile for salaries within the sector.

6. Adjusted our recruitment approach

As part our new five year strategy, we are working closely with our internal EDI team to continuously improve the inclusivity of our recruitment process and practises, and to minimise opportunities for bias throughout the onboarding process.

We could consider more recruiting for potential. Due to imposter syndrome, female candidates are less likely to apply for roles where they do not meet all of the essential criteria, so we will reduce the number of essential criteria within each job description and advert and reduce the number of desirable skills and experience.

Research has shown that men are more likely to negotiate salary at recruitment stage than women however if we have more robust salary scales and starting salaries there will be less skew from salary negotiation. Whilst we already support the Show the Salary campaign by advertising a salary on all of our job adverts; we will further seek to review whether we are able to advertise a set salary, and not a range. By doing so we will eliminate the above issues, and will build trust.

At application stage we have removed asking questions relating to candidates current or expected salary, and have stopped asking about salary in job interviews to remove salary bias.

We have delivered hiring manager training on recruitment best practice and support hiring managers to make fair and consistent decisions on appointments. Following on from that, over the next year we will commit to gender diverse interview panels, accepting that this will depend on availability.

7. Creating greater EDI networks for women

There has been an increase in the number of EDI network groups, one of which is the Menopause Group. The number of women who will experience menopause whilst in employment is increasing. Pre-pandemic research showed that women over the age of 50 were the fastest growing group in the workforce. There are currently around 4.5 million women aged 50–64 in employment. Women are also staying in work for longer; in 1986 the average age of labour market exit was 60; by 2020 it

had increased to 64.3. Women in this age group are highly skilled and experienced, typically at the peak of their careers, and are role models for younger workers.

However, we also know that many of these women feel forced to leave work because of menopausal symptoms. Due to problematic symptoms and workplace responses, some women felt it necessary to cut back their hours, or miss out on or forego promotion or similar advancement opportunities. Recent research showed that women who reported at least one problematic menopausal symptom at the age of 50 were 43% more likely to have left their jobs by the age of 55 and 23% more likely to have reduced their hours.

8. Policy development

When policies are being created or revised, a greater emphasis is placed on the EDI elements and perspectives to ensure we support equality in the workplace.

We have fair, consistent and inclusive working models supported by flexible working policies, including the development of new hybrid working models and shared parental leave. In 2022/3 we piloted a job share arrangement at Senior Leadership level which has proven extremely successful.

Women are three times more likely to work flexibly than men therefore other forms of flexible work, like home working and compressed hours, help workers to continue to work full-time and not lose hours and therefore pay. Whilst we already provide support to those returning from maternity leave in terms of Keeping in Touch days, phased re-entry, reintroductions to the team and work, and/or flexible working, we will explore how we can expand our offer.

In short, we are working on providing the best offer possible by being a Disability Confident Leader and achieving Carer Confidence Status. In 2023 we are exploring being an accredited Living Wage Employer.

By themselves, none of these initiatives will remove the gender pay gap – and it will take time to see impactful change.

The findings of this report will be published on an annual basis.

Please note that the Samaritans Annual Report reports the average headcount throughout the year; however as at 31 March 2022 the headcount was 323. When calculating the gender pay gap, the headcount is taken as at the snapshot date of 5 April 2022, which was 328. Five headcounts left their role in between those dates.