



Prisoners · Families · Communities
A Fresh Start Together

Gender Pay Gap Report 2023

Our commitment to equality, equity, diversity and inclusion

We are pleased to publish our gender pay gap results for the first time. As an organisation, we respect and value diversity and actively promote equality of opportunity. We do this by being open, honest and transparent about our practices and by listening to and learning from our people and those who use our services.

As the leading Catholic prison charity, our work is rooted in a belief in the innate dignity and worth of every human being. We are confident that we pay our staff equally, irrespective of gender or any other protected characteristic. We employ a range of key factors to uphold this commitment and ensure all opportunities are advertised openly to all staff:

- We consistently pay the living wage, with the only exception being for staff who have transferred into our organisation (via TUPE), all of whom we consult to ensure they benefit from our living wage policy.
- We publish our salary rates to staff and maintain consistent pay bands across all roles, regardless of gender.
- We have implemented policies tailored to support women, including a new menopause policy and dedicated support groups.
- We provide family-friendly and career-friendly policies to foster work-life balance and professional development opportunities.
- Our IDEA (Inclusion, Diversity, Equity and Action) Group is empowered to escalate concerns directly to the CEO and the Board of Trustees.
- We have an established pay policy and are committed to further strengthening it in the coming year, including establishing a pay review board to ensure consistent and fair remuneration decisions.
- We prioritise the welfare of our staff through wellbeing groups.
- We ensure transparency and address any potential inconsistencies or unfair treatment by conducting anonymous EDI (Equality, Diversity & Inclusion) surveys to gather perspectives and proactively tackle issues with an open mind.
- We anonymise protected characteristic data during recruitment and are committed to continually improving our recruitment processes.

This holistic approach demonstrates our dedication to fostering a workplace where fair pay and equal opportunities are fundamental principles upheld at every level.

What is the gender pay gap, and why is it important?

The gender pay gap is an equality measure that shows the difference in average earnings between men and women in an organisation. We calculate this by comparing the mean and median earnings of all Pact staff.

It is a legal requirement for us to report our gender pay gap under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. Reporting helps to promote gender equality in the workplace by highlighting disparities in pay between men and women and encouraging organisations to address systemic inequalities and take action to close the gap.

It is also important to clarify that the gender pay gap and unequal pay are distinct issues. We do not have unequal pay at Pact. Unequal pay, which is illegal, involves different wages for men and women doing comparable work. The gender pay gap can exist without unequal pay due to factors such as the organisation's composition, job roles, and seniority levels.

Our gender pay gap results

At the time of the snapshot (April 2023), Pact's gender pay report submitted to the government reflects a 20.2% Pay Gap – Mean and a 19.7% Pay Gap - Median.

While our gender pay gap is higher than the national average of 14.9% (ONS 2022), we have established that this is due to the charity's predominantly female demographic. At the time of the snapshot in April 2023, we employed 347 members of staff, of which 304 were female and 43 were male, meaning 87.6% of our workforce was female. In addition, while men tend to occupy more senior roles, women dominate across all roles, including senior positions. For example, 83% of our Senior leadership team and 77% of our executive team are women (see Table 1).

At Pact, men tend to occupy functional roles unrelated to service delivery, which command higher salaries due to the particular specialisms required. In addition, a significant number of male staff members live and work in London, where we apply a London salary weighting to ensure competitive compensation aligned with market rates. This is where our central office is based and, therefore, where most functional roles are located. While the reported pay gap may appear significant, the results are affected by both our pay structure and its alignment with industry standards and geographical considerations. For example, in October 2022, 66 new colleagues transferred into Pact via TUPE, of whom 91% were women who were mainly occupying service delivery roles.

In addition, Pact has 50 casual workers, of which only 10% are men. It is important to note that these positions pay the Living Wage for ad hoc work. Casual workers can decline shifts and choose working patterns to suit their circumstances and availability. Including these posts in gender pay gap reporting can skew results given the infrequency of work hours and, consequently, overall earnings.

Table 1 - Breakdown of role type by gender

The data below excludes the CEO role, as it is the most senior position in the charity and has no comparable counterpart within the organisation. Furthermore, as the post is currently held by a male, including the post obscures the gender pay results for other positions. By excluding it, we aim to ensure a more accurate evaluation of gender pay equity across Pact.

Male	42	100%
Senior leadership team	1	2.38%
Executive management	3	7.14%
Senior managers	14	33.33%
Managers	4	9.52%
Service delivery staff	15	35.71%
Casual workers	5	11.9%
Female	304	100%
Senior leadership team	5	1.64%
Executive management	10	3.29%
Senior managers	24	7.89%
Managers	53	17.43%
Service delivery staff	167	54.93%
Casual workers	45	14.8%

Tables 2 & 3 offer a more accurate representation of the mean and median pay gaps. These results suggest that the average difference is significantly lower than the figures required for reporting gender pay to the government.

Furthermore, the data shows that in several role categories, women earn more than their male colleagues on average (represented by the +). Again, this is not a result of unequal pay, which is unlawful. Instead, it reflects a gender pay gap, a measure of the difference between the average hourly earnings of men and women.

Table 2 - Mean hourly rate by role and by gender

	Male	Female	% Variance of female mean compared with male mean
Senior leadership team	33.33	38.97	+16.93%
Executive management	28.71	25.87	9.92%
Senior managers	19.26	19.91	+3.33%
Managers	14.41	14.67	+1.73%
Service delivery staff	13.31	12.45	6.47%
Casual workers	10.90	11.02	+1.09%

Table 3 - Median hourly rate by role and by gender

	Male	Female	% Variance of female median compared with male median
Senior leadership team	33.33	38.46	+15.39%
Executive management	28.21	25.64	9.11%
Senior managers	19.23	19.49	+1.33%
Managers	14.74	14.1	4.34%
Service delivery staff	13.08	12.56	3.98%
Casual workers	10.9	10.9	0%

How we intend to address the pay gap

Promoting opportunities for men in frontline roles

We recognise that one major factor affecting the gender pay gap is the underrepresentation of men in frontline roles. We are committed to removing any barriers and forging opportunities for men to succeed in these essential roles. We will review our recruitment strategies to appeal to a more diverse male audience and continue to ensure our internal processes effectively advertise advancement opportunities to all staff members.

Ensuring fairness and equity in pay

We are committed to enhancing our compensation policy in the upcoming year through various measures, including forming a Pay Review Board. This board will ensure that pay decisions continue to be fair and consistent throughout the organisation. It will evaluate current pay systems against industry standards, taking into account factors such as job complexity and contributions to Pact's achievements.

We will conduct regular pay audits to identify disparities and take corrective action where necessary. By proactively addressing issues, we aim to foster a culture of transparency and trust, which is essential for Pact’s long-term sustainability. We will also emphasise to management the importance of equitable pay practices and engage with employees to gather feedback and ensure policies reflect our commitment to equality. Through these steps, we intend to improve the gender pay gap and continue delivering fair and equitable compensation to all our employees.

Continuing to pay the real living wage

We are committed to paying the real living wage, which ensures fair compensation that aligns with the cost of living. We are also working towards becoming an accredited Living Wage Employer. The real living wage is designed to meet employees’ everyday needs and reflects the actual costs of goods and services necessary for a decent standard of living. However, there may be exceptions, such as when staff transfer into Pact on their existing terms and conditions that may not align with the real living wage. In such circumstances, Pact will communicate transparently with affected employees and work to gradually align their compensation with the real living wage.

Raising the bar for equality, equity, diversity, and inclusion

At Pact, promoting equality, equity, diversity, and inclusion standards is both a moral imperative and a strategic objective. We are committed to enhancing the effectiveness of our IDEA group and promoting training opportunities for staff learning and development. We will continue communicating our EDI policies and practices clearly and engaging in transparent reporting mechanisms. We will encourage staff to engage in our anonymous EDI surveys as a tool for gathering honest feedback and identifying areas that require improvement, providing us with actionable insights to drive change.

I confirm that the information contained in this report is accurate.

A handwritten signature in black ink, appearing to read 'Andy Keen Downs', with a long horizontal line extending to the right.

Andy Keen Downs
CEO



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Pact is a registered charity - number: 219278. Company registration number: 356443.
Registered office address: 29 Peckham Road, London SE5 8UA