



## National Heritage Memorial Fund – gender pay gap report March 2020 data

### Introduction

As an employer with more than 250 staff the National Heritage Memorial Fund is required to publish data on the gender pay gap for its workforce. This report covers the snapshot of data as of March 2020.

### Headlines

The overall median average has decreased from 17.4% to 12.1%.

The overall mean average for the period has decreased from 19% to 11.5%.

### Understanding our data

As set out in previous gender pay gap reports, The Fund's overall position is unique in that, based on our demographics, gender population size, distribution etc, our overall gender pay gap is skewed significantly by these parameters. This is demonstrated by an increase in the number of men in each quartile, however the overall gender pay gap has reduced.

The previous 12 months has seen a reduction of over 5% in the gender pay gap, as a result of the pay and grading review and structural changes to the organisation.

### Addressing our gender pay gap

However, The Fund recognises that more needs to be done to ensure that potential barriers regarding recruitment and selection, pay and progression and workplace inclusion continue to be actioned, in order to improve the gender pay gap within the organisation.

The Fund will specifically look at the following areas to address the overall gender pay gap whilst at the same time work on the broader equalities agenda we have to have a workforce that is more representative of the communities we serve.

- Develop an action plan to improve gender equality, and other strands of inclusion, across The Fund.
- We will regularly engage with colleagues in Trade Unions to provide independent scrutiny to our policy and procedures.
- Further resource our equality and policy work across the organisation.
- We will monitor changes as a result of pay grading and restructure changes.
- Further develop learning and development opportunities with regard to equality.
- We will introduce mandatory online unconscious bias training (employees and managers).

- We will introduce mandatory online introductory Equality, Diversity and Inclusion (EDI) training.
- We will re-promote our mandatory classroom EDI and unconscious bias training
- Improve our data collection and analysis methods across all protected groups.
- We will support managers to implement best practice in recruitment and selection procedures.
- Exploring opportunities for engaging in government, professional body, and/or sector wide gender equality initiatives.
- We will build behaviours which emphasise inclusion, respect and diversity into our new Behavioural Framework and support staff and managers to understand and use this.
- Review a range of policies and procedures, such as Recruitment and Selection and Performance Management.
- We will continue to promote opportunities for flexible working and homeworking and will continue to invest in technology to support agile working.
- We will improve our management information reporting on workforce diversity – providing bi-annual reports for managers and holding review discussions at Senior Management Level.
- We will produce guidance for supporting the menopause in the workplace.
- We will develop a new Workforce Equality Statement.
- We will continue to work with colleagues in Internal Communications to develop regular briefings and guides for staff to help promote wellbeing and support.
- Introducing more apprentice opportunities and work placements for marginalised groups and those underrepresented in our workforce, for example, young men, people from ethnically diverse communities, people with disabilities.
- Reviewing potential intersectionality barriers/opportunities, eg – how can we recruit more LGBT male staff or provide greater career development for BAME women, etc.
- Use experienced external organisations to provide any other support.

### Our 2020 data

- Median gender pay gap: 12.1%
- Mean gender pay gap: 11.5%
- Median bonus gender pay gap: 0.0%
- Mean bonus gender pay gap: 7.6%
- Male employees receiving bonus: 81.3%
- Female employees receiving bonus: 83.4%



#### Pay quartiles (percent of employees in each quartile by sex)

- Lower quartile men: 23.6%
- Lower quartile women: 76.4%
- Lower middle quartile men: 19.4%
- Lower middle quartile women: 80.6%
- Upper middle quartile men: 22.2%
- Upper middle quartile women: 77.8%
- Upper quartile men: 38.9%
- Upper quartile women: 61.1%