



# GENDER PAY

2023

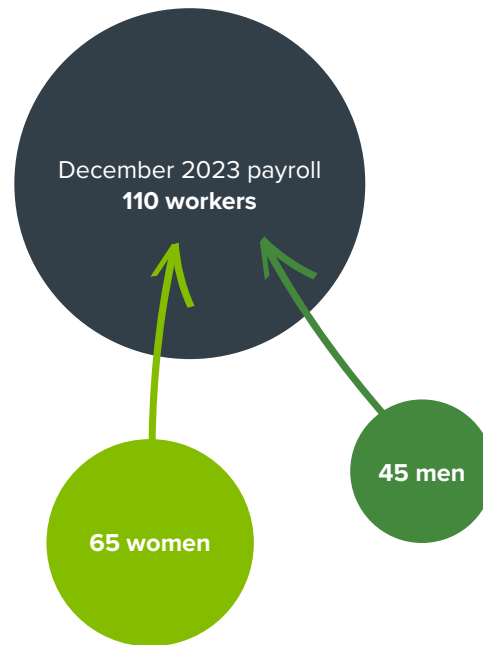
# Tracking our progress

**We are proud of the opportunities we give to everyone across our organisation, the flexible working cultures we have always supported, and our focus on inclusion and fairness. Demographics remain a factor in our ability to significantly close the mean pay gaps which we have detailed in this report.**

We have also worked on areas of policy and practice, such as family friendly policies, that are focused on enabling new parents to take equal responsibility for childcare commitments. It will take time, but this will help address the current imbalance that occurs when more women than men work flexibly to fulfil family responsibilities. We are proud that many of our senior roles are already carried out on a flexible basis. We're working hard to ensure our practices encourage everyone to have the option to work flexibly, in a way that suits them, so they can deliver their best work.

## OUR WORKFORCE

The gender pay gap data was collected based on the December 2023 payroll. At this time there were 110 workers: 65 women (59%) and 45 men (41%).



## OUR MEDIAN GENDER PAY GAP

To calculate our median gender pay gap, we first rank all our people by their hourly pay. Then we compare the salaries of the man and the woman in the middle of this range. The difference between these figures is the median gender pay gap.

In 2023, the man received 43p per hour (2.9%) more than the woman – our median gap therefore shows that for every £1 a woman received, a man received £1.03p.

## OUR MEAN GENDER PAY GAP

To calculate the mean pay gap, we add together all the hourly pay rates that women received, divided by the number of women in our workforce. We then repeat this calculation for men. The difference between these figures is the mean gender pay gap.

This year the average pay for women was 35% less per hour than the average pay for men. This mean gap means that for every £1 a man received, a woman received 65p.

It is the upper pay quartile that contributes most significantly to our mean pay gap. Like many organisations of our size, a small number of individuals have a significant impact on our mean gender pay gap.

# demographics

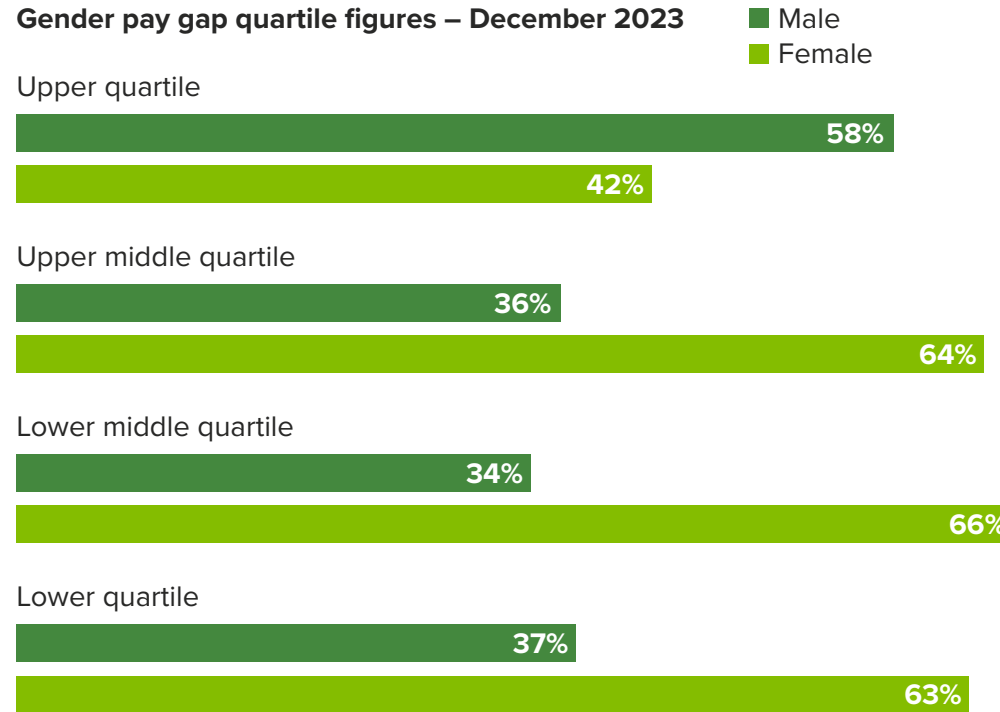
## COMPARING MEAN AND MEDIAN GENDER PAY GAPS

The median is used extensively as a headline measure because it is less swayed by extreme values, particularly the small number of people on higher salaries.

The mean is useful because it does capture the effect of a small number of higher earners. This is something we are interested in, given that women’s responsibilities beyond work have traditionally limited their access to higher-level, higher-paid jobs.

The difference between our mean and median pay gap can provide valuable insight – a group of higher earners within our Leadership Team make our mean gender pay gap larger than the median.

### Gender pay gap quartile figures – December 2023



The proportion of men and women in each quartile pay band 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.

## COMPARING TO THE UK BENCHMARK

According to data released by the Office for national Statistics (ONS), across all employees (full time and part time), the median gender pay gap for the UK stood at 14.3% in 2023.

**Note:** The gender pay gap reported by the Office for National Statistics is a long time-series, calculated from the Annual Survey of Hours and Earnings (ASHE) which samples from all employee jobs in all sizes of company. The ASHE gender pay gap analysis is different from the gender pay gap based on compulsory reporting; since 2017, organisations employing 250 or more employees have been required by the UK government to publish and report specific figures about their gender pay gap. This is done across all their employees, not differentiated by full-time and part-time status.

Median gender pay gap for the Foundation **2.9%**



comparison



# Addressing our gender pay differences

**Closing the gender pay gap is not a quick and easy fix. It requires a meaningful, consistent and sustained shift in cultural norms.**

In recent years, we've seen how the challenge of caring for others while fulfilling a job often falls predominantly to women, potentially impacting their opportunities to take-up of higher-paid roles. Achieving and sustaining greater diversity across our organisation means doing things differently. Flexibility and commitment are critical if we are to achieve the productivity and skill advantages that come from greater inclusion and equal progression.

## Recruitment and retention

Our aim is to achieve greater inclusion and diversity throughout the Foundation.

We continue to review our talent attraction approach, using job-specific selection criteria to ensure fairness and inclusivity. We advertise job roles with an openness to flexible working arrangements. When we engage agencies, for example in recruiting senior and specialist roles, we request that their search methodologies reach diverse candidates.

Where we observe diversity imbalances in specific areas of our business, we explore the potential

causes to remove any possible barriers to entry and progression. We encourage everyone to use Voice, our Equality, Diversity and Inclusion Forum so we can hear the views of all our people.

And, building on our staff investment in recent years, we're progressing against our internal equality, diversity and inclusion action plan, and we've launched our equality, diversity and inclusion training on our learning platform.

We operate truly flexible and hybrid ways of working. Our approach is helping us to attract and retain talented people who are committed to our purpose.

## Pay transparency

We pay the voluntary 'real' Living Wage and benchmark all salaries externally to ensure our compensation is fair, competitive, and reflects our charitable status.

We follow the principle of fair pay, so the salaries our people receive are fair for the job they do and in line with the external job market. In addition, we have recently launched a pro-active initiative to help our employees challenge their pay, if for any reason they feel their pay, or benefits are not fair or reflective of the market.



## Flexible working

Gender pay gaps typically occur when more women than men work flexibly to fulfil family responsibilities, and when this in turn limits their access to higher-paid, senior roles.

While most of our part-time roles are still in the lower pay quartiles, some of our most senior staff work on a flexible basis. We continue to make full use of evolving technology, innovative workspaces, and new ways of working to empower our people to work however and wherever is most effective for the business, their team, and their own productivity.

## Family Leave

Our recent policy changes are focused on enabling all new parents to take responsibility for childcare commitments. In January 2023, for example, we enhanced our paternity and nonbirth parent pay provisions.

## Board oversight

The board delegates responsibility for the Foundation's equality, diversity and inclusion initiatives to the Chief Executive supported by the senior leadership team.

## We Will...

- Interview for new appointments with a diverse panel of colleagues; and take a truly agile approach to recruitment.
- Ensure our policies around agile working are equitable across the organisation.
- Ensure our leadership remains balanced by committing to a range of channels for all colleagues to feed in to the leadership team.
- Champion EDI throughout our work and continue to progress against our EDI strategy.

## CONCLUSION FROM OUR CHIEF EXECUTIVE

Improving inclusion and diversity begins with holding ourselves to account and this data helps us do just that. It is encouraging to see that overall, our median gender pay data shows that female and male pay remain similar in 2023. The mean data is affected by an all-male Leadership Team. For these roles and others throughout the organisation, I remain committed to open and wide-reaching recruitment practices, including structuring roles flexibility to ensure all roles are attractive to a diverse group of candidates.

Behind the headline data, as an organisation we know that there are specific areas where we can do more, and I am clear that the diversity and fulfilment of a brilliant team and working environment is inextricably linked.

I hope this report helps capture our shared ambitions and drive to ensure we are always a fair and fulfilling workplace for everyone at the Foundation.



**Graham Fisher**  
Chief Executive




# accountability





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