



reducing  
reoffending  
partnership

Derbyshire  
Leicestershire  
Nottinghamshire  
& Rutland  
Community Rehabilitation Company

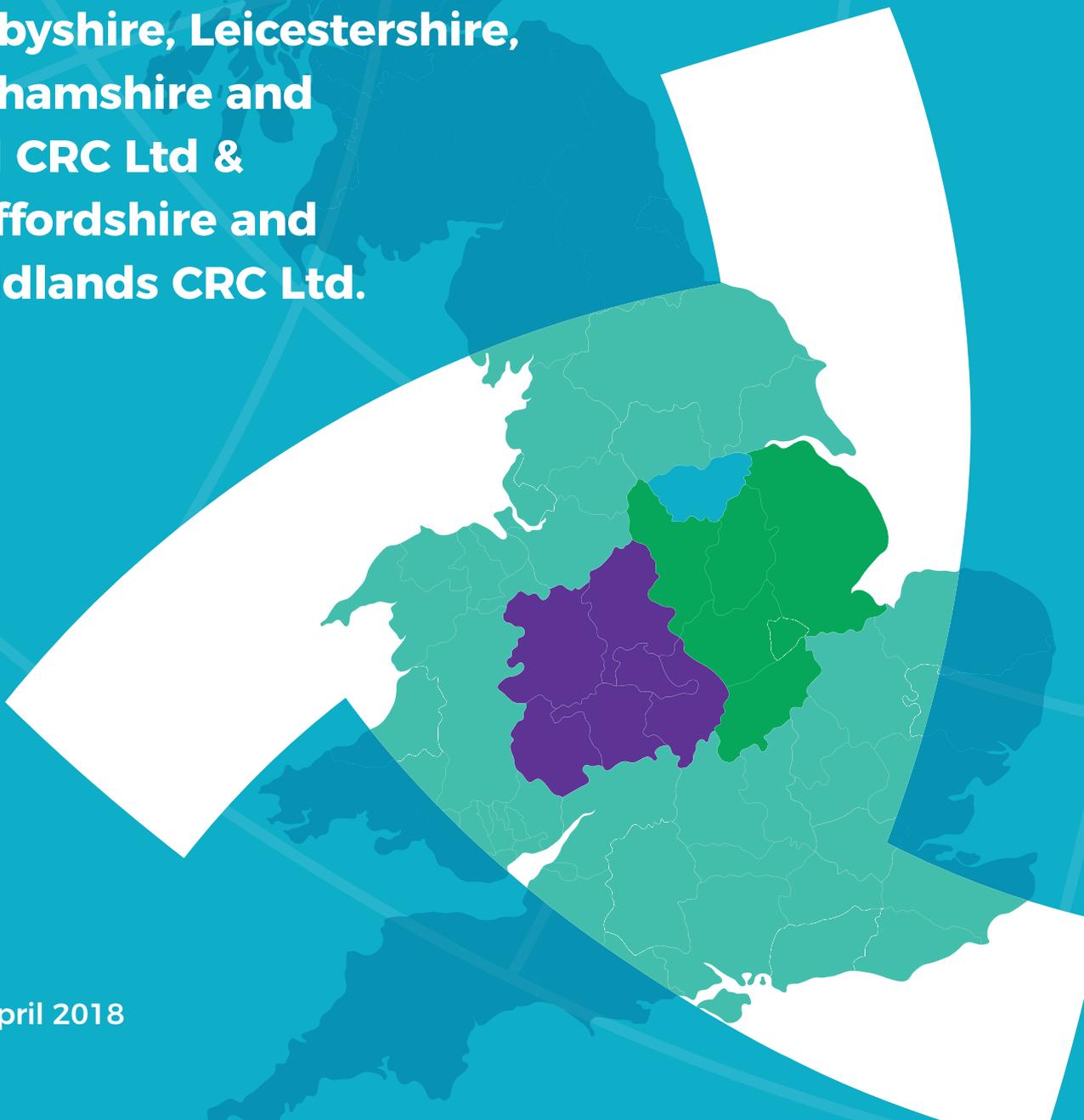


Staffordshire &  
West Midlands  
Community Rehabilitation Company



# Gender Pay Gap Report

**The Derbyshire, Leicestershire,  
Nottinghamshire and  
Rutland CRC Ltd &  
The Staffordshire and  
West Midlands CRC Ltd.**



Published April 2018

# Foreword

The Derbyshire, Leicestershire, Nottinghamshire and Rutland (DLNR) CRC Ltd and The Staffordshire and West Midlands (SWM) CRC Ltd are both part of the Reducing Reoffending Partnership (RRP), operated by Ingeus, St Giles Trust and CGL.

Together, our vision is a safer society where people who have committed crimes are empowered to change, rebuild their lives and thrive. Our teams are focussed on reducing reoffending and protecting the public and work tirelessly to help the people on our programmes to turn their lives around. It's an important job that requires exceptional people and as an employer we must provide rewarding, challenging careers in fair, safe and supportive environments where they too can thrive.

We welcome the Government's new requirements for organisations like ours to publish their Gender Pay Gap. 67% of our current workforce is female and we intend for that ratio to be reflected at every level of our organisation.

The data does not relate to what men and women are paid for doing the same role. We have systems and checks in place to ensure people are not treated differently for doing the same job. Rather, the calculations take into

account all jobs at all levels and salaries and highlight the average differences in pay between men and women.

This report shows that our median gender pay gap is 9.01% in DLNR and 11.58% in SWM, both lower than the national average of 18.4%. This is positive, but we know we still have more to do, especially in creating the right environment and support for women to have successful careers, particularly at senior levels. Our target is to see a improvement in our gender pay gap by 2020.

At The Reducing Reoffending Partnership, we are committed to equality for everyone. Publishing our Gender Pay Gap has provided us with new perspectives and data on which to create firm plans to help us achieve this. We believe this to be the spirit of the legislation; putting gender, and diversity and inclusion more generally, firmly on the agenda so that we can support all our employees to fulfill their potential.



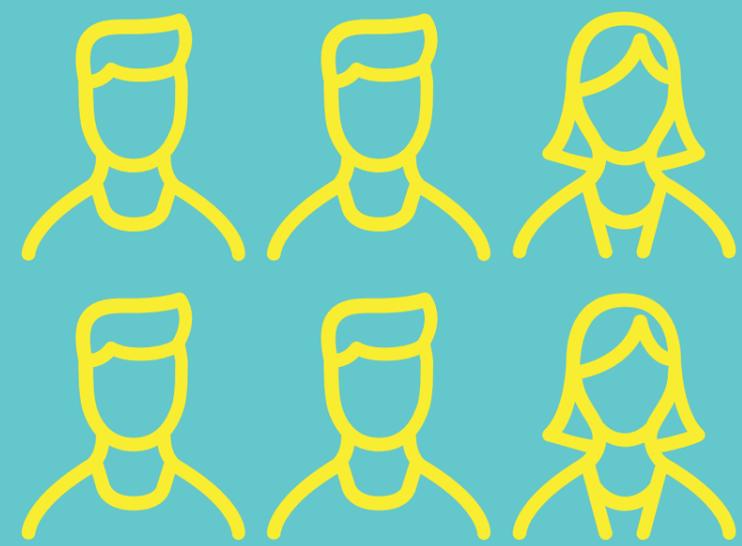
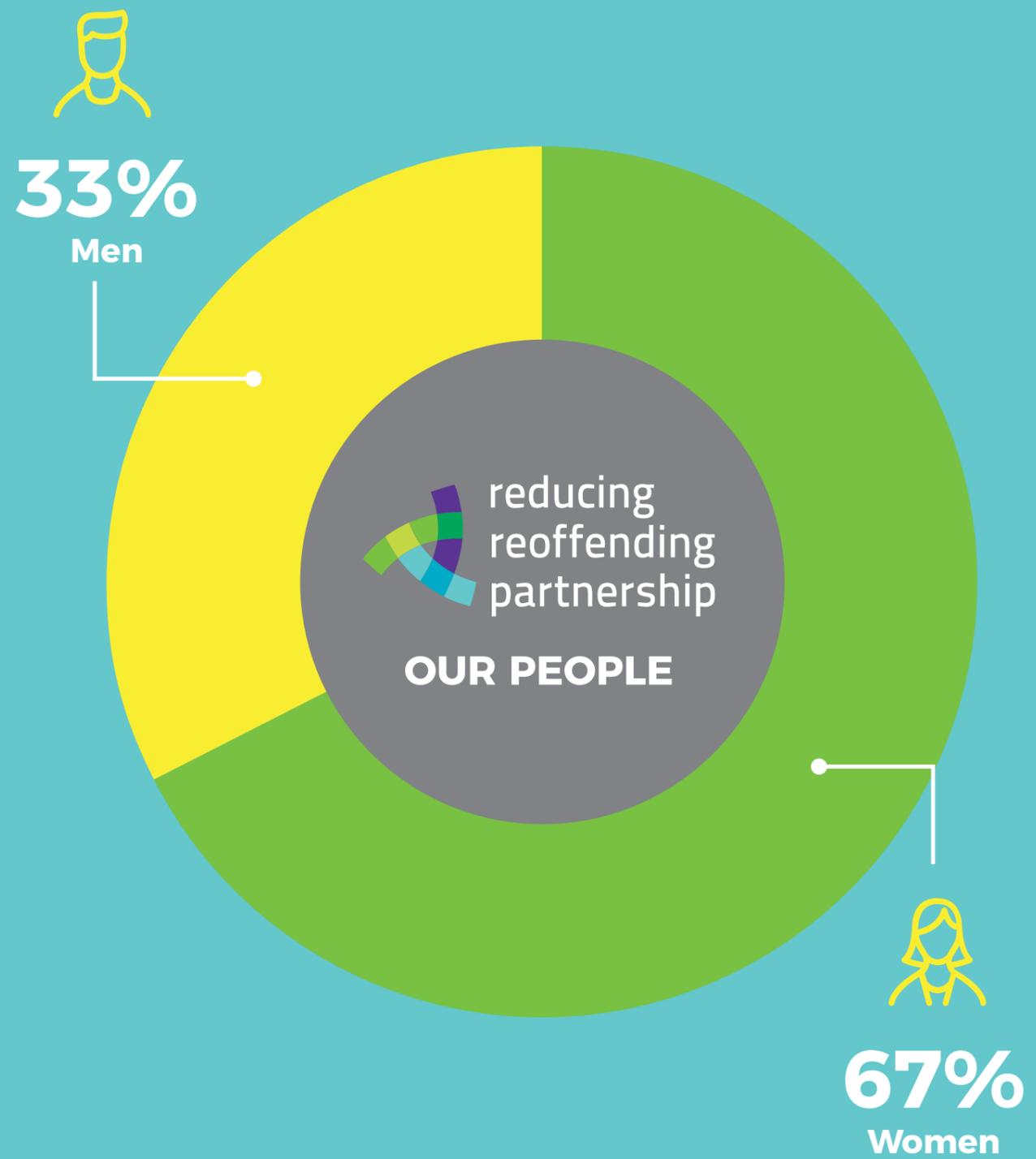
**Adam Hart**  
CEO



**Kalbir Heer**  
People Director

We confirm the information and data reported is accurate as of the snapshot date 05 April 2017.

# Employee Statistics



**Leadership**  
We have more to do to achieve good representation of women at senior levels

**31%**  
of the Senior Leadership Team (SLT) are women

## Career development

**69%**  
of 39 qualifications were achieved by women



27 people have been promoted  
**81%**  
of these were women

# Gender pay gap

The median women's hourly rate of pay is

**DLNR** **SWM**  
**9.01%** **11.58%**  
 lower than men's  
 (median in GB is 18.4%)

The median is typically considered to be the most representative figure as it looks at the 'middle' man and 'middle' woman and isn't skewed by employees at either end of the pay scale.

In both DLNR and SWM the reason for the pay gap is because both median men (who are Community Payback Supervisors) are paid unsociable hour premiums, compared to the median women who work within the standard working week.

The mean women's hourly rate of pay is

**DLNR** **SWM**  
**6.28%** **10.55%**  
 lower than men's

Mean takes the total sum of men's salaries divided by the number of men, compared to the total sum of women's salaries divided by the total number of women. The mean includes those at the top and bottom of the pay scale. The reason for the pay gap is that there are more men than women in senior positions.

## Proportion of men and women in each quartile of our payroll

Across RRP we employ more women than men; as of March 2018 there are 67 women for every 33 men, so ideally there would be a similar ratio reflected across all four quartiles.

Whilst the figures show some correlation to this, women are underrepresented in the top quartile, and in the upper middle quartile. This reflects the number of men in management roles, compared to women and we are working hard to address this.



|                              | <b>DLNR</b><br>% of men<br>in quartile | <b>DLNR</b><br>% of women<br>in quartile | <b>SWM</b><br>% of men<br>in quartile | <b>SWM</b><br>% of women<br>in quartile |
|------------------------------|--|--|---------------------------------------|---|
| <b>Top quartile</b>          | 38.06%                                 | 61.94%                                   | 49.09%                                | 50.91%                                  |
| <b>Upper middle quartile</b> | 40.00%                                 | 60.00%                                   | 39.16%                                | 60.84%                                  |
| <b>Lower middle quartile</b> | 25.93%                                 | 74.07%                                   | 35.54%                                | 64.46%                                  |
| <b>Lower quartile</b>        | 25.37%                                 | 74.63%                                   | 21.69%                                | 78.31%                                  |

*NOTE: The legislation only requires entities that employ 250 or more people to carry out Gender Pay Gap Reporting. We have therefore reported on the SWM and DLNR entities which fall within this threshold. At RRP we have one leadership team for both CRCs to help ensure the best value for all of our stakeholders. Consequently, some of our leaders are not included in the reported analysis because they are employed by the Reducing Reoffending Partnership (which has fewer than 250 employees). However, we have calculated the figures when both CRCs and RRP are combined which show that the median pay gap is 10.1% and the mean pay gap is 13.1%. This is because there are more men that are higher earners in senior leadership positions.*

# Behind the numbers

Our median pay gap is 9.01% in DLNR and 11.58% in SWM, both lower than the national average of 18.4%. We believe that this is because of our team's commitment to our values and to creating a supportive environment where all of our people can enjoy diverse and successful careers.

However, there is more to do. We have set clear objectives in relation to our people and diversity which will include addressing the under-representation of women in leadership roles. It is our goal to see real progress by 2020.

## Maternity and other family-friendly policies

Becoming a parent is a special time for a family and in addition to our enhanced maternity, parental leave, paternity and adoption leave packages, we will be introducing a new support programme designed especially for new parents. This will include help when preparing to take time off, support during maternity, paternity, or shared parental leave and continued support in the transition back to work.

## Flexible working

We all have different priorities and commitments outside of work. At RRP we understand the importance of flexibility in working patterns and offer flexitime arrangements so that our people can create a work-life balance that works for them and their families.

## Investors in Diversity

Our goal is to achieve the Investors in Diversity Accreditation by 2020. This is an external accreditation that looks at diversity across all groups. It starts with assessing where we are now and provides recommendations for where we need to focus our efforts. We know this will include working towards a better representation of women in senior roles.

## Leadership development

We will introduce a leadership development programme where women and men in management roles will receive coaching, mentoring and/or training to help them develop their own skills and careers, as well as that of their teams.





### **Championing diversity through recruitment**

We will be launching new diversity training that challenges unconscious bias for senior leaders and hiring managers.

### **Celebrating promotions, awards and qualifications**

We will feature case studies about colleagues who have been promoted, including women in senior roles, to help inspire and empower others and foster a development culture.

### **Promoting from within**

We are committed to supporting people to reach their potential and already see many colleagues take on new challenges and internal opportunities. In the last year, 27 people have been promoted and 81% of these were women taking on management positions. We will continue to support this through a consistent approach to advertising newly available roles – both at RRP and at parent companies.

### **Great place to work**

At RRP we don't make things, or sell a product. For us, success comes from our people having meaningful conversations that help the people on our programmes to change their lives. This is why our people are by far our biggest asset. To be successful in delivering these life-changing services, we must therefore have exceptional people working here. And to have exceptional people we must be an exceptional employer. It has to work both ways.

We think our people are best placed to define what makes a great place to work. That's why we will continue to get regular feedback about how we can improve things. We will introduce 'pulse' surveys which will mean we get regular feedback from colleagues about what's going well, and what needs to change. And we are currently preparing for our first in-depth group-wide survey which will involve employees from across the entire Ingeus group (UK and globally) and we are committed to taking real action on the outcome.

