

## Gender Pay Report April 2021 data for reporting April 2022

This report sets out the gender pay gap details and analysis for April 2021 for Wessex Archaeology

It also sets out targets for improvement of our gender pay performance and, more widely, some approaches to consider in the longer term to achieve optimal talent acquisition and retention.

### Background

The gender pay gap is a measure of labour market or workplace disadvantage, expressed in terms of a comparison between men's and women's average hourly rates of pay. While it is about pay, it's also about other factors which impact on the results such as societal trends or norms. It is women who often continue to provide the main care function for children and other dependants, which often results in them working part time or leaving work altogether and returning at lower or the same level after a period of early year care provision.

Gender pay gap reporting doesn't specifically ask who earns what, but what women earn as compared with men. It provides a framework within which gender pay gaps can be surfaced so that we can examine constructively why gender pay gaps exist within our business and decide what to do about them. The data shines a valuable light on the internal and external factors that lead to women in our company, and in society, earning less than men. We know that closing the gap will take time and progress will not be linear.

### The Metrics.

Employers must report six different measures, based on a snapshot of pay data on a set date set out by the Government Equalities Office:

- Mean gender pay gap – the difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.
- Median gender pay gap – the difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.
- Bonus Pay gaps
  - as Wessex doesn't offer a bonus scheme this is not relevant to our reporting.
- Quartile pay bands – the proportions of male and female full-pay relevant employees in the lower, lower-middle, upper-middle and upper quartile pay bands.

Government guidance states that we must not count any employee as a "full-pay relevant employee" if they are paid less than their usual basic pay or piecework rate, or none, during the pay period in which the snapshot date falls (the relevant pay period). They would still count as relevant employees.

### Results

The full results are provided in the table below. The reported figures on the government web site will be those highlighted as they provide the most accurate measure of the pay gap at the time of analysis.

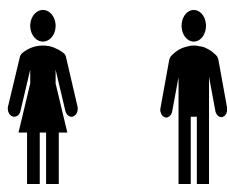
#### **Mean**

	<b>Apr 2020 data</b>	<b>As at Apr 2021 data</b>
Sum is (A-B)/A x 100		
A=Male	1894.79/119 = 15.92	2850.41/178 = 16.06
B=Female	1521.90/106 = 14.49	2156.03/145 = 14.87
	15.92-14.49/15.92 x100 = <b>8.98%</b>	16.06-14.87/16.06 x100 = <b>7.4%</b>

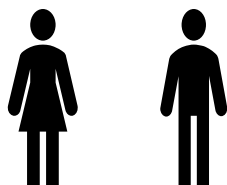
#### **Median**

	Apr 2020 data	As at Apr 2021 data
Sum is (A-B)/A x 100		
A= Male	14.45	13.95
B= Female	13.40	13.77
	$14.45-13.40/14.45 \times 100 = 7.3\%$	$13.95-13.77/13.95 \times 100 = 1.3\%$

### Reported figures



Mean Gender pay gap is **7.4%**



Median Gender Pay gap is **1.3%**

**Quartiles** – these are adjusted so that where a salary spans 2 quartiles, counts of the number of male and females are equalised.

Apr 2020 data	As at April 2021
Divide 224 staff in 4 quarters	323 staff in 4 quarters
Q1 = 56	Q1 = 81
Q2 = 56	Q2 = 81
Q3 = 56	Q3 = 81
Q4 = 56	Q4 = 80

	Apr 2020 data	As at April 2021
Q1		
A	$29/56 \times 100 = 52\%$	$44/81 \times 100 = 54\%$
B	$27/56 \times 100 = 48\%$	$37/81 \times 100 = 46\%$
Q2		
A	$24/56 \times 100 = 43\%$	$44/81 \times 100 = 54\%$
B	$32/56 \times 100 = 57\%$	$37/81 \times 100 = 46\%$
Q3		
A	$31/56 \times 100 = 55\%$	$39/81 \times 100 = 48\%$
B	$25/56 \times 100 = 45\%$	$42/81 \times 100 = 52\%$
Q4		
A	$35/56 \times 100 = 62.5\%$	$51/80 \times 100 = 64\%$
B	$21/56 \times 100 = 37.5\%$	$29/80 \times 100 = 36\%$

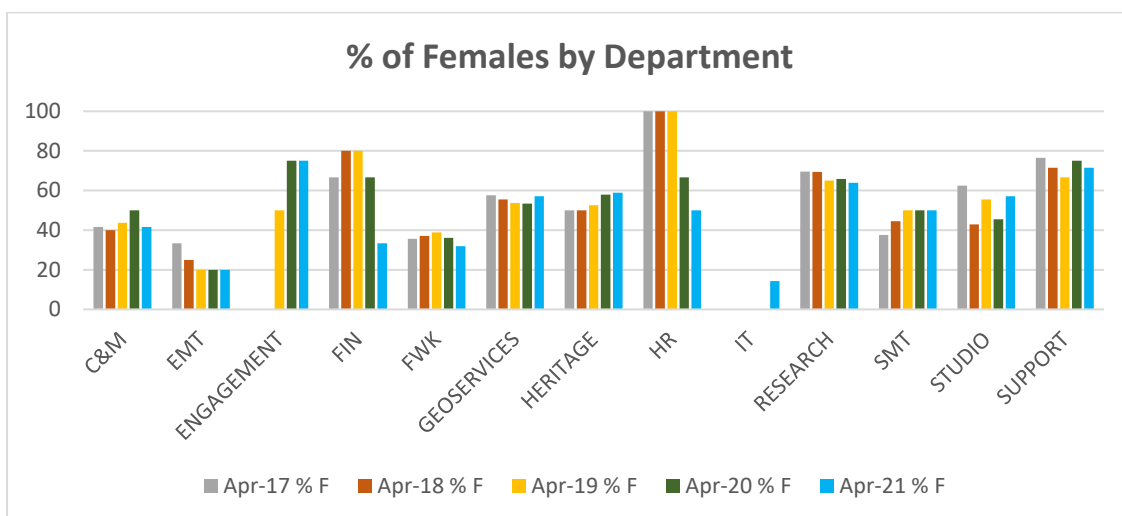
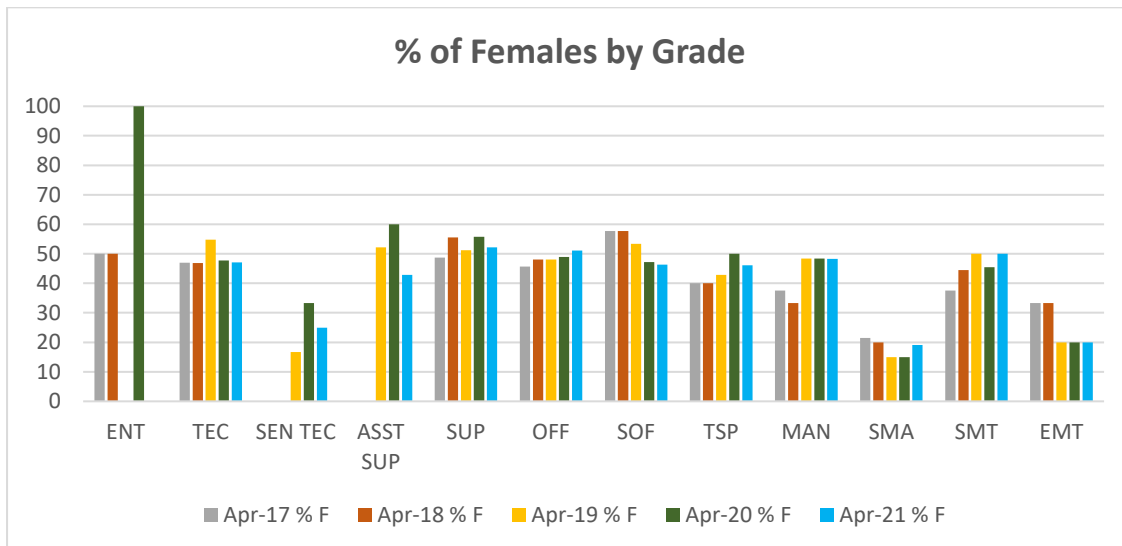
### Year on Year Analysis

Our pay gap has fluctuated over the past few years Red arrows show a worsening picture and Green an improving one, Blue there is no/little change.

The data shows that though there has been some improvement there remains areas where more work needs to be prioritised to reduce the differential.

	2017		2018		2019		2020	
Mean Pay Gap	6.9%	↑	7.6%	↑	9.4%	↓	8.9%	↓
Median Pay Gap	2.1%	↑	2.2%	↑	5.8%	↑	7.3%	↓
Lower Quartile	50% Male 50% Female	↑	51% Male 49% Female	↑	44% Male 56% Female	↑	52% Male 48% Female	↑
Lower Middle Quartile	56% Male 44% Female	→	56% Male 44% Female	↓	54% Male 46% Female	↑	43% Male 57% Female	↓
Upper Middle Quartile	54% Male 46% Female	↓	52% Male 48% Female	↓	50% Male 50% Female	↑	55% Male 45% Female	↓
Upper Quartile	59% Male 41% Female	→	59% Male 41% Female	↑	62% Male 38% Female	→	62.5% Male 37.5% Female	↑

### Detailed graphs



Total no. of employee per department

Total no.	C&M	EMT	ENGAGEMENT	FIN	FWK	GEOSERVICES	HERITAGE	HR	IT	RESEARCH	SMT	STUDIO	SUPPORT
Apr-17	12	3	0	3	157	33	18	2	3	23	8	8	17
Apr-18	15	4	0	5	159	36	16	2	3	36	9	7	14
Apr-19	16	5	2	5	152	41	19	2	5	43	10	9	18
Apr-20	14	5	4	3	144	45	19	3	6	41	10	11	20
Apr-21	12	5	4	3	144	49	17	4	7	36	10	14	21

### **Observations**

- There is a significant improvement in the median pay gap, decreasing from 7.3% in 2020 to 1.3% in 2021, a useful to indicate what the 'typical' situation is.
- % of females in Manager grade has significantly increased in recent years from 38% to 48%.
- % of females at Senior Tech is had increased from 17% in 2019 to 33% in 2020, although dropping down to 25% in April 2021. However above 50% at Assistant Supervisor, increasing to 60% in 2021, however dropped to 43% in 2021.
  - The responsibilities are a little different, the greater equality at the Asst Sup and then the Sup grade (52% in 2021) does show investment in the grass roots of the teams, this will reflect greater parity in the future of the organisation.
- % of females at Senior Manager grade continues to be low, although increased slightly to 19% in 2021, although SMT has risen back to 50%.
  - These numbers reflect the greater % disparity
- % of females in the Upper Middle Quartile has increased. An analysis of employees within Q3 also shows that there is more equal number within higher steps within their grade (chart below), with 9 males and 9 females in the steps 6-10.

### **Closing the Gender Pay Gap**

We have some way to go to close the gender pay gap and achieving this will require positive leadership and consistent commitment to effective action. Leveraging these proposed actions will provide us with the opportunity to address equality and diversity targets, enhance our working environment, strengthen our business sustainability plan, develop, and upskill current staff.

We have some way to go to close the gender pay gap. If we are to achieve this aim, we will need positive leadership and consistent commitment to the right actions. Leveraging these proposals will provide the opportunity to enhance our working environment, improve our business sustainability and begin to address our equality and diversity challenges.

We do believe that, over time, our commitment to the development of our staff, and fostering inclusion, fairness and flexibility will be reflected in our gender pay gap figures. There is work to do to build a culture that ensures that all employees feel a sense of belonging and that everyone is valued for the differences they bring. To progress in the right direction requires a concerted effort at every level of our business and changes in every aspect of our management approach, from recruitment through to progression opportunities and how we retain our people by keeping them engaged.

Improving opportunities across the business will serve to enhance the diversity profile of the company, increase innovation and improve the retention of talent in key areas. 'Multiple voices lead to new ideas, new services, and new products, and encourage out-of-the box thinking' <sup>1</sup>. As an organisation we have a duty to lead and signpost our commitment to equality and encouraging diversity in all aspects of our work, by

- providing support to help achieve the vision and values of the organisation,
- allowing and encouraging all employees to access opportunities and
- creating roles and providing a working environment in which individuals can be the best they can be.

Leadership influences the resilience of the organisation and provides the support and guidance that encourages those working within the business to act in a way that is sustainable, principles-led and driven by the underlying core values and expected behaviours. We have a duty to ensure the decisions, actions, and behaviours that we set out in policy, procedure, guidance and practice are both principled and right.

To address the gender pay gap requires us to commit to reducing areas in the business where there are currently gaps, the greatest of these being at the

- Manager- Senior Manager grade.
- The Fieldwork team, who make up 38% of the business but in which women are only represented at 35%.

Clients are increasingly targeting inclusion data in awarding contracts. Positive action and commitment demonstrate that we are a company which takes diversity seriously thereby increasing our professional standing.

### **Recommended Organisational Actions - with timelines<sup>2</sup>**

Commit to increasing the top quartile from **38** to **41%** within 2 years this would mean increasing the number of women in this quartile by **2** (this is based on the quartile being 56 individuals, growth or reduction in overall numbers may mean an adjustment in this).

Commit to addressing the shortage of women within the fieldwork team at all levels but focus on the senior levels as a priority:

- Increasing women in the fieldwork team from 35% to 45% in 3 years (a target number of individuals **12** based on 2020 quartile percentages).
- Senior manager level from 0 to 2 thereby making up 20% of the group.

### **Team reviews – make these a KPI for the team**

- Promote awareness within teams of the discrepancies which exist within them.
  - Line Managers will be provided with data by the HR team in advance of the annual pay review effective for the 2022/23 budget year
- Review the talent management strategy within the fieldwork team to address the imbalance and commit to a programme of deliberate interventions to nurture female talent. Directors to formulate and brief/liaise HR Dir on their plans target date for this to be in place (April 2022).

### **Recruitment practice review externally and internally- January 2022**

- Remove gender identifiers from recruitment pool – anonymised data to be sent to recruitment teams. Update the recruitment procedure to reflect this action.
- Shortlisting to include at least one female applicant (where possible).

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<sup>1</sup> [Innovation Through Diversity.pdf \(forbes.com\)](#)

<sup>2</sup> [Actions to close the gender pay gap - Gender pay gap service \(gender-pay-gap.service.gov.uk\)](#)

- Review the interview process and recommend that interviewing assesses for skills performance, tasks can be standardised so that there is equality of application.

### **Pay transparency and understanding**

- Encourage salary negotiation by showing the available range and specifying what the expected skill level will be. Women<sup>3</sup> find it harder to negotiate a salary<sup>4</sup> or find that there are more barriers so providing them with support and skill in this area might help them develop the skill in other areas of negotiation (the same applies to everyone).
- **Flexible working**
  - Promote flexible working with an emphasis on role design. Consider ways in which jobs might change and adapt to allow for different working patterns and skills. Expand the types of roles offered within the teams that might suit different working styles.
- **Parental leave**
  - Encourage women to return to work by making the working environment one in which they feel able to develop and continue to provide care for their family.
  - Offer mentoring and sponsorship for someone returning from maternity or longer term leave (returners).
- **Mentoring and sponsorship**
  - Offer mentoring from senior leadership to women who are more junior.
  - Leadership and development training

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<sup>3</sup> [Women lack confidence at work: Research illustrates reasons behind persistent gender pay gap in UK \(robertwalters.co.uk\)](http://robertwalters.co.uk)

<sup>4</sup> [Are Salary Negotiation Skills Different for Men and Women? \(harvard.edu\)](http://harvard.edu)