

Gender Pay Report

This report sets out the gender pay gap details and analysis for April 2020 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.

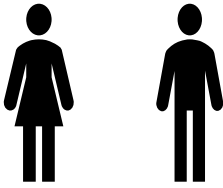
Government guidance states that we must not count any employee as a "full-pay relevant employee" if they are paid less than their usual basic pay or piecework rate, or none, during the pay period in which the snapshot date falls (the relevant pay period). They would still count as relevant employees.

Results

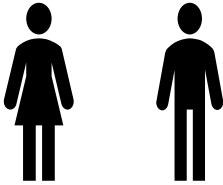
The full results are provided in the table below. The reported figures on the government web site will be those highlighted as they provide the most accurate measure of the pay gap at the time of analysis.

MEAN April 2020 data	
Sum is (A-B)/A x 100	Relevant employees
A=Male	1894.79/119 = 15.92
B=Female	1521.90/106 = 14.49
	15.92-14.49/15.92 x100 = 8.98%
Sum is (A-B)/A x 100	Relevant employees
A= Male	14.45
B= Female	13.40
	14.45-13.40/14.45 x 100 = 7.3%

Reported figures



Mean Gender pay gap is **8.98%**



Median Gender Pay gap is **7.3%**

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
Q1 = 56
Q2 = 56
Q3 = 56
Q4 = 56

Apr 2020 data	
Q1	Relevant employees (excl. furloughed staff)
A	$29/56 \times 100 = 52\%$
B	$27/56 \times 100 = 48\%$
Q2	
A	$24/56 \times 100 = 43\%$
B	$32/56 \times 100 = 57\%$
Q3	
A	$31/56 \times 100 = 55\%$
B	$25/56 \times 100 = 45\%$
Q4	
A	$35/56 \times 100 = 62.5\%$
B	$21/56 \times 100 = 37.5\%$

Sum is

- $A/C \times 100$
- $B/C \times 100$

A = Male

B = Female

C = Total

Year on Year Analysis

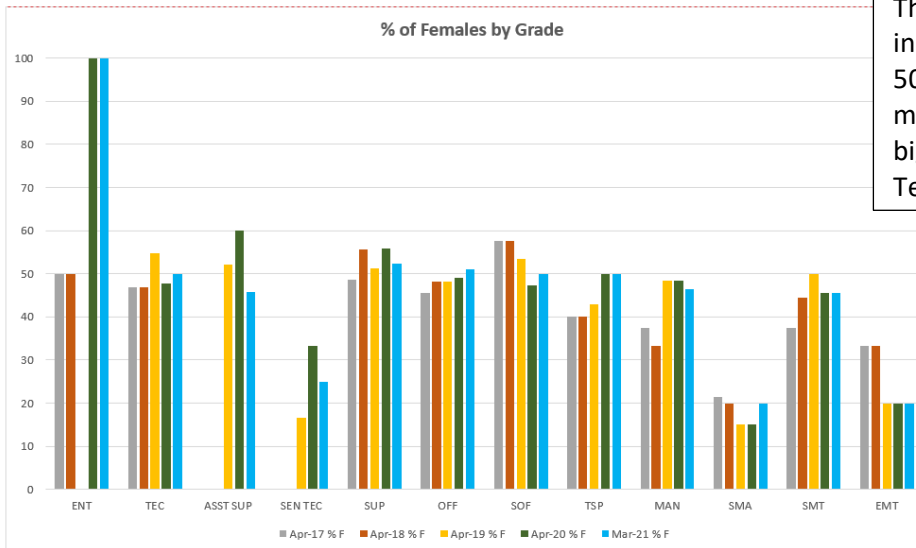
Our pay gap has fluctuated over the past few years Red arrows show a worsening picture and Green an improving one, Blue there is no/little change.

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

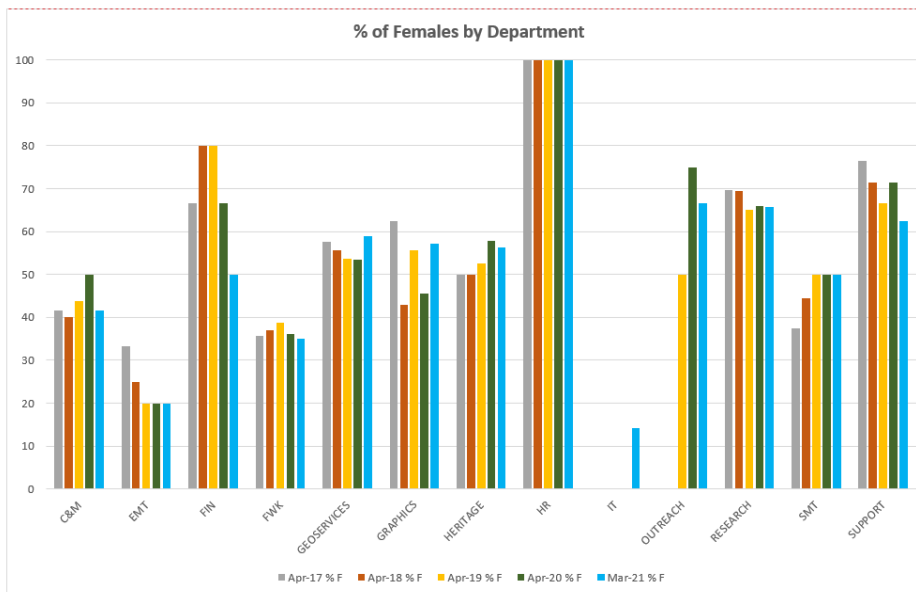
	2017		2018		2019		2020
Mean Pay Gap	6.9%		7.6%		9.4%		8.9%

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	↓	53% 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



The number of women in most grades meets 50% or exceeds it in most cases, the 2 biggest gaps lie at Sen Tec and SMA



The number of women in most teams meets 50% or exceeds it in most cases, the 3 biggest gaps lie in EMT, IT and FWK. HR is offset by L&D not recorded separately here part of Support

Observations

The most significant changes are illustrated in the overall grade and department figures illustrated in the graphs below, the main points are that:

- The percentage of females in Manager grade has significantly increased in recent years from 38% to 48%.
- The percentage of females at Senior Tech is has increased from 17% in 2019 to 33% in 2020, the figure is 50% at Assistant Supervisor.
- The percentage of females at Senior Manager grade continues to be low, although SMT had risen to just under 50%.
- The percentage of females in the Upper Middle Quartile has fallen.
- The fieldwork team has the lowest number of females except for EMT. EMT in March 2020 are only a group of 5, the fieldwork team numbers 85, represent 38% of the company.

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'¹. 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.

¹ [Innovation Through Diversity.pdf \(forbes.com\)](#)

- 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 timelines²

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).
- 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. Women³ find it harder to negotiate a salary⁴ 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).

² [Actions to close the gender pay gap - Gender pay gap service \(gender-pay-gap.service.gov.uk\)](https://gender-pay-gap.service.gov.uk)

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

⁴ [Are Salary Negotiation Skills Different for Men and Women? \(harvard.edu\)](https://www.harvard.edu)

- **Mentoring and sponsorship**
 - Offer mentoring from senior leadership to women who are more junior.
 - Leadership and development training