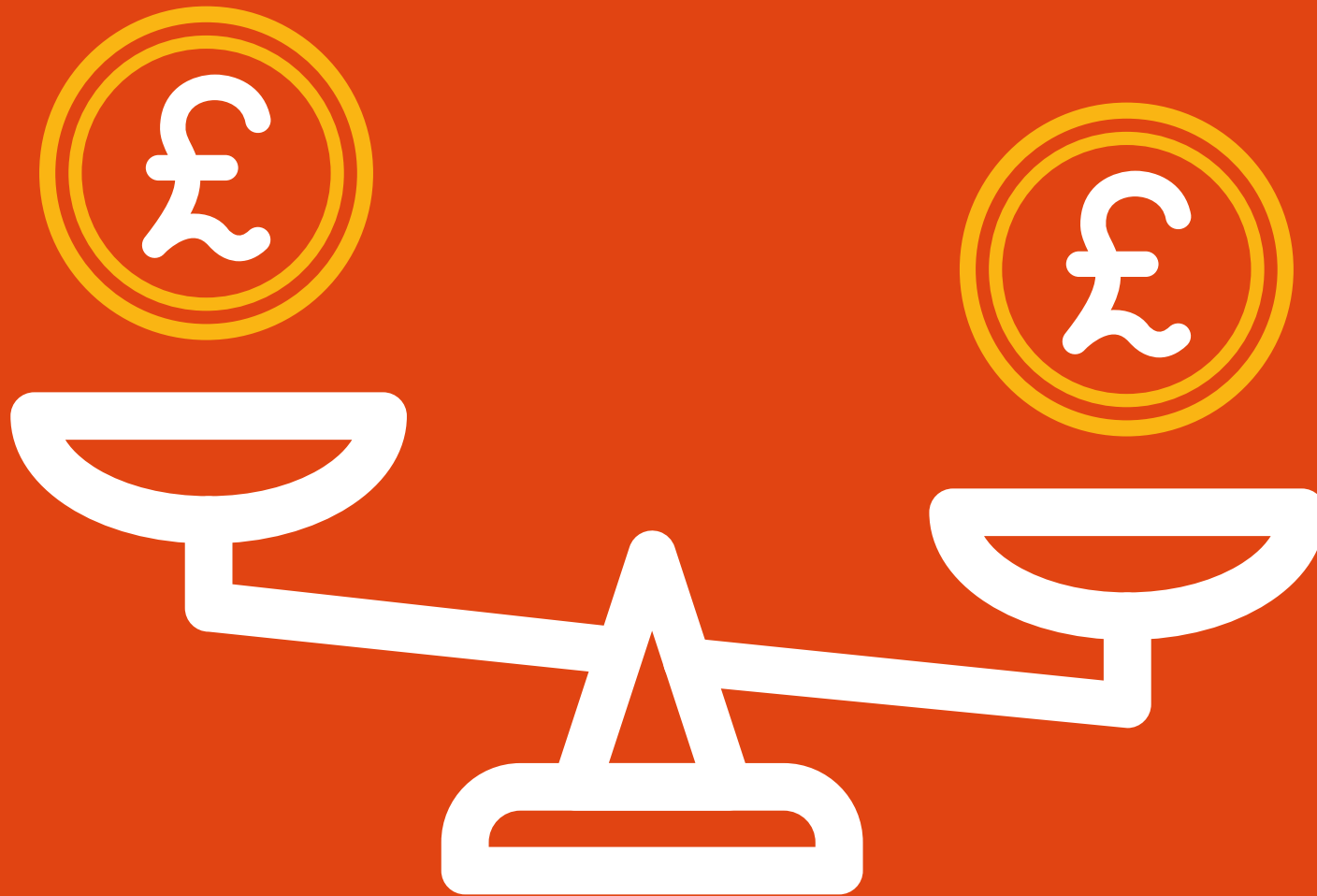


**SEE ABILITY**

Live. Love. Thrive. Belong.



# Gender pay gap report 2022-23

(Relevant date: 05.04.2023)

# Introduction from Lisa Hopkins

I'm delighted to introduce this report on behalf of SeeAbility, where equity, diversity and belonging are at the heart of everything we do. Our commitment to providing exceptional support stems from our unwavering dedication to fostering a workplace where everyone feels valued and empowered.

We are proud to publish details of our gender pay and bonus gaps. The figures presented in this report are based on data from **5th April 2023**, encompassing a total of 865 employees and bank workers combined.



## Gender pay gap - Health and Social Care and Eye Care sectors

In the realm of the gender pay gap within the Health and Social Care sector, it is encouraging to see a decrease in the mean pay gap to 8.4%. This signifies a noteworthy 1.4% reduction from the previous year and an impressive 5.8% decrease in the sector since 2017.

However, it's important to note a slight increase in the median pay gap to 9.1% this year within the sector. Nonetheless, it's encouraging that both measures remain below the UK average of 14.3% in 2023, as reported by the Office for National Statistics (ONS).

As for the Eye Care sector, while there is a lack of sector-wide data available, individual organisations within the sector compare against the aforementioned UK average.

## SeeAbility

Turning our focus to SeeAbility, this summer, we proudly launched our Equality, Diversity and Belonging Commitment. This signified a significant milestone in our progression towards greater equity and representation. We believe that a diverse workforce, reflective of the communities we serve, enriches our Charity with a wealth of

perspectives and ideas to progressively strengthen all that we do to change lives.

We're pleased to present our gender pay gap data, which serves as a crucial metric in assessing our progress toward gender equality. At SeeAbility, we're proud to report a mean gender pay gap of 8.4%, setting us apart from the UK average of 14.3% in 2023 (ONS data). This represents a marked decrease from our 2022 figure of 9.80%. We have also seen a significant decrease in our median from 5.7% (2022) to 3.7% demonstrating our commitment to further closing this gap through ongoing efforts and deliberate intention.

We've made significant strides in nurturing diversity, and our commitment to inclusivity will continue to guide our actions, particularly in areas of recruitment, retention, progression and wellbeing. Later this year, alongside gender, we will also be sharing any pay gap for age, ethnicity, disability and sexuality. We value the perspectives and creativity of our colleagues, the people we support, and their families, and we remain dedicated to ensuring that inclusivity is engrained in everything we do as a Charity.

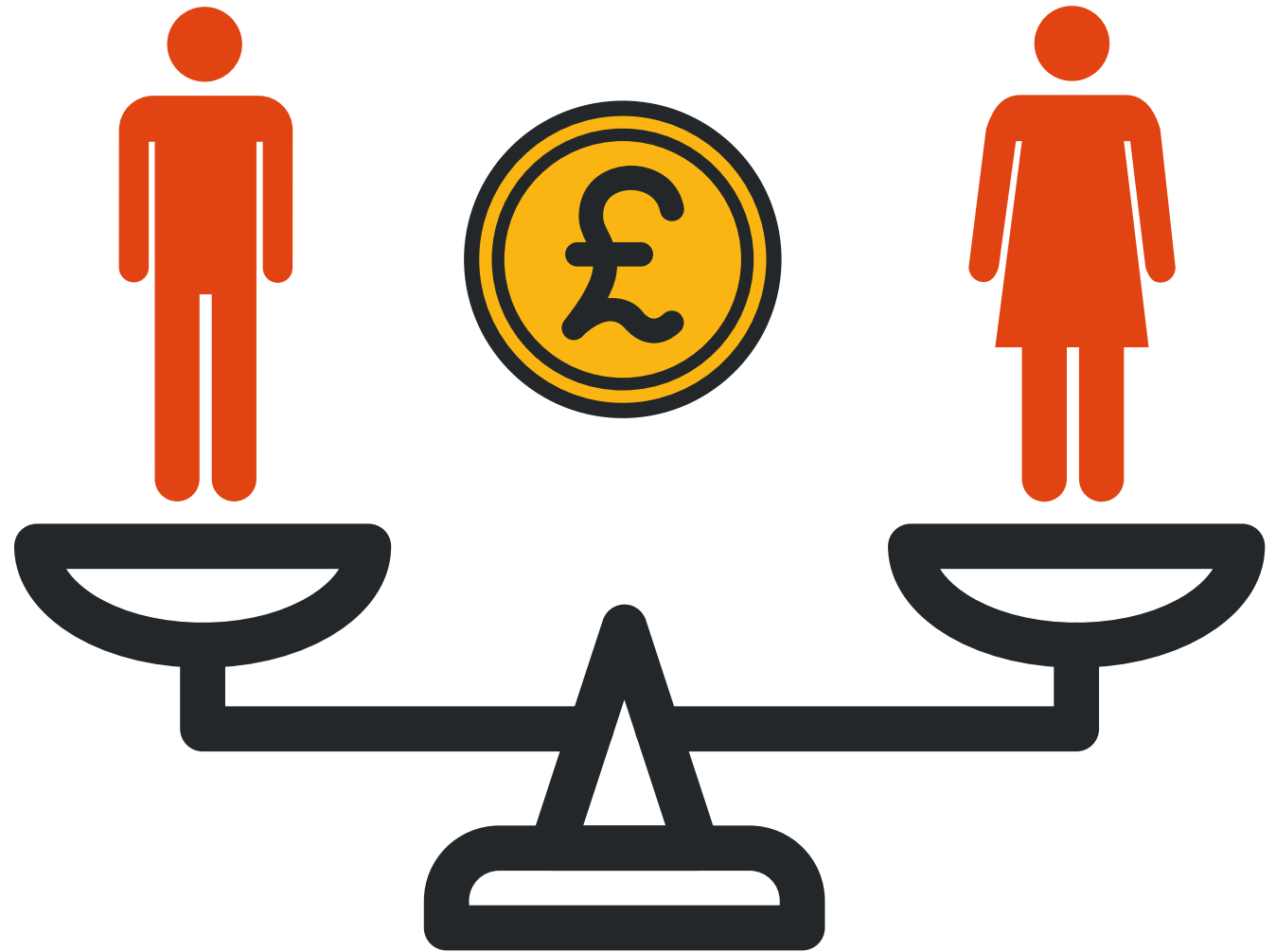
Warm regards,  
**Lisa Hopkins, CEO**

# What is the gender pay gap and how does it differ from equal pay?

**Equal pay** means that men and women performing equal work should receive equal pay.

**The gender pay gap** is the difference between men's and women's average hourly pay across an organisation, expressed as a percentage.

- It is reported as a mean average and a median average (mid-point) figure.
- A Gender Pay Gap exists in most organisations – the national average in April 2023 (ONS) was 14.3%.



# Median & mean explained

We can work out the mean (average) hourly rate by adding up all the hourly rates for employees and dividing by the number of employees. If we do this separately for all male employees and then all female employees, we can work out the difference in pay.



Sum of male hourly rates  
Total no. male employees



**Mean**  
(average)



Sum of female hourly rates  
Total no. female employees

## What are some of the reasons for a gender pay gap?

- Women are often under-represented in senior roles where pay is higher.
- Women are more likely to take time out of their careers to start a family or have carer responsibilities.
- Some sectors, including social care, have a higher proportion of part-time roles resulting in a higher proportion of women in entry-level roles.
- Educational choices leading to fewer women in higher-paid specialist roles such as finance, IT, etc.

The median pay rate is the middle number if you were to line all pay rates from smallest to largest.

Lowest paid



Median (midpoint)

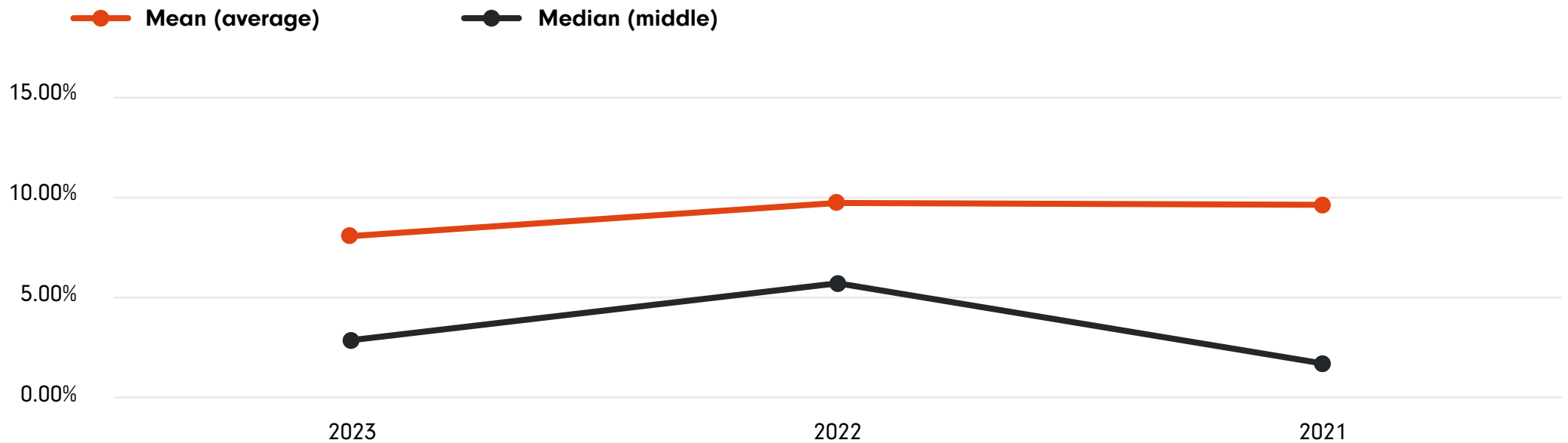


Highest paid



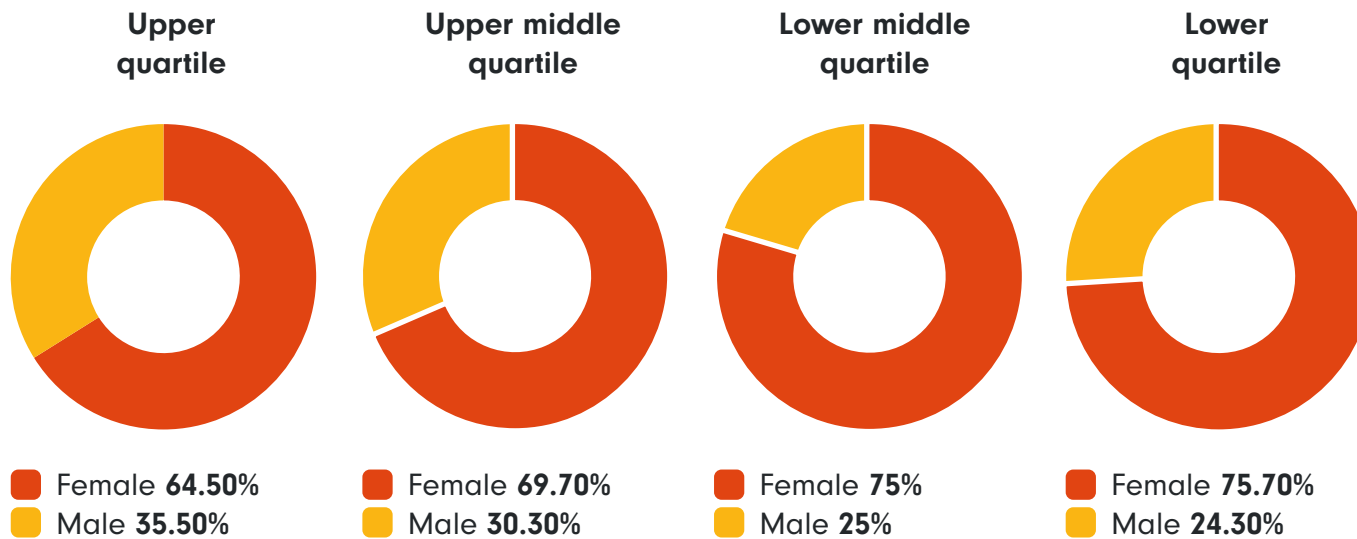
# SeeAbility 2022/2023 pay gap

Pay Gap	SeeAbility 2022	Social care sector 2022	SeeAbility 2023	Social care sector 2023
Mean	9.8%	9.5% (GOV)	8.40%	8.3% (GOV)
Median	5.7%	8.5% (GOV)	3.70%	9.1% (GOV)



# Proportion of colleagues in each quartile

SeeAbility has a predominately female permanent workforce, which is also reflected at the senior manager level with a 70/30%, female/male split. The below table and graphs show the proportion of males and females in each pay quartile. We have 64.50% female employees in the upper quartile compared to 35.50% male employees.



Pay quartiles – the proportion of males and females in each pay quartile

Quartile	Female	Male
Upper quartile	64.50%	35.50%
Upper middle quartile	69.70%	30.30%
Lower middle quartile	75.00%	25.00%
Lower quartile	75.70%	24.30%



# What has changed with the gender pay gap and why?

**We are pleased to see that our mean and median gender pay gap figures have reduced this year. Our mean (average) gender pay gap reduced from 9.8% in 2022 to 8.4% in 2023, and our median (middle) gender pay gap has reduced from 5.7% in 2022 to 3.70% in 2023.**

## Why has our mean (average) pay gap decreased?

**Pay Strategy:** As part of our pay strategy, we are committed to paying over and above the National Living Wage (NLW) whenever possible for our support colleagues. With the NLW increasing by 6.6% from £8.91 to £9.50 per hour on 1st April 2022, we adjusted our base rate for Support Workers with a further increase in addition to NLW increases. Since most of our Support Workers and Senior Support Workers are female (74.90%/77.80%), the impact of the NLW increase has been more pronounced on their overall mean rate of pay compared to male colleagues. Further, operational colleagues are eligible to overtime rates such as bank holiday and weekend enhancements, which further increases pay.

While most colleagues are female in the lower quartile, we have observed a notable decrease in females and an increase in males (14.8%) in this quartile. Conversely, there has been an increase in females in the lower middle and upper middle quartiles which typically attract higher salaries. This differential increase in pay has contributed to narrowing the gender pay gap at the mean level.

**Promotion of Diversity and Inclusion career opportunities:** We have intensified our efforts to foster diversity and inclusion within our Charity, creating an environment where all colleagues feel valued and have equal opportunities for career progression. This commitment to diversity is reflected in our internal promotion practices. Our focus on internal promotions has supported this change, with 47% of all roles being filled by internal candidates, predominantly in lower-middle positions. The number of internal promotions is increasing every year, and we are pleased to highlight that 72% of promotions during this period were female.

However, we do acknowledge that the middle-upper and upper-level roles tend to be filled

externally, limiting internal progression opportunities. To address this disparity, we're currently reassessing our career development structure to facilitate more internal promotions to senior positions within the Charity. We've set a clear target to have 70% of all eligible roles filled internally by 2027, ensuring a more balanced and inclusive approach to recruitment and promotions.



**Recruitment Training:** We have invested in comprehensive recruitment training for all managers, with a specific focus on raising awareness about gender biases and stereotypes in the workplace. By equipping our managers with the tools and knowledge to recognize and combat unconscious bias in recruitment, we are working towards creating a fairer and more inclusive environment where all colleagues have equal opportunities for advancement.

### Why has our median (middle) pay gap decreased?

The reduction in our median (middle) pay gap can be attributed to two key factors:

**Retention:** During this period, we saw a reduction in employee turnover, particularly in relation to gender. More females left their positions in the lower and lower-middle pay quartiles (66% of leavers) compared to the upper-middle and upper quartiles (11% of leavers). This change has had a positive impact on our gender pay gap, as fewer females have left higher paying positions contributing to a more balanced distribution of pay across genders. Overall, there has been a slowdown in employee turnover, especially in higher paid roles predominantly held by females.

**Recruitment and Internal Promotions:** We have observed a higher proportion of females being recruited to higher-paid roles compared to



males in our lower middle and upper middle quartiles. This shift has led to an increase in the number of females in the upper middle quartile which typically command higher salaries. Conversely, there has been a higher recruitment of males into operational roles, which typically fall within the lower quartile of pay scales. As previously mentioned, there has also been an increase in the number of colleagues being internally promoted, with 72% of promotions

being female. These adjustments in recruitment patterns and internal promotions have contributed to an upward adjustment of the median pay rate for females.

Overall, these changes in retention, recruitment, and internal promotion practices have resulted in a more equitable distribution of pay across genders, leading to a reduction in our median gender pay gap.



# SeeAbility 2022/2023 bonus pay gap

While we don't offer traditional bonuses, we do have recognition programmes in place that align with bonus reporting requirements. Our annual Excellence Awards, long service awards, recruitment referral incentives and a limited number of one-time recognition payments fulfill this need. During this period, 450 of our employees received one of these payments, with a notable 57.14% of women receiving a bonus.

These recognition interventions serve as more than just financial incentives; they are meaningful gestures of appreciation. These provide a platform for colleagues, the people we support, and their families to express gratitude and acknowledge each other's dedication and hard work. It's our way of developing a culture of recognition and appreciation within our Charity, where everyone's contributions are valued and celebrated.

Bonus pay gap	SeeAbility 2022	Social care sector 2022	SeeAbility 2023	Social care sector 2023
<b>Mean</b>	4%	13.4% (GOV)	3.40%	3.50% (GOV)
<b>Median</b>	-23.10%	0.00% (GOV)	0.00%	25% (GOV)

SeeAbility's mean bonus pay gap decreased from 4% in 2022 to 3.40% in 2023. The mean bonus pay gap for SeeAbility is notably lower than the UK average for both years, indicating that SeeAbility has a relatively smaller disparity in bonus pay compared to the national average and pleased we are heading in the right direction. The social care sector's mean bonus pay gap decreased significantly to 3.5%.

SeeAbility's median bonus pay gap is 0% which has increased from 2022 however demonstrates there is no difference between bonus payments for male and female colleagues. The social care sector had a substantial negative median bonus pay gap (-23.1%) in 2022, indicating that female employees received higher median bonuses than male employees on average. The median bonus pay gap for SeeAbility is higher than the social care sector which indicates that there is more disparity (although favourable to females) in bonus pay distribution within the sector than in SeeAbility.

## Pay quartiles – the proportion of males and females who received bonuses each pay quartile

Quartile	Female	Male
Upper quartile	64.6%	35.4%
Upper middle quartile	69.3%	30.7%
Lower middle quartile	59.7%	40.2%
Lower quartile	75.3%	24.7%

# Our unwavering dedication to Equity, Diversity and Belonging

## Leadership focus

Annually, we host a Leadership Academy designed to enhance self-awareness, confidence, and leadership effectiveness, tailored for mid-level or aspiring managers at SeeAbility. This programme supports an empowering coaching leadership style, fostering personal and team accountability, navigating change, and promoting inclusivity. Notably, in 2023, 80% of the programme's participants were women. Feedback from female participants has been overwhelmingly positive, with 100% strongly agreeing that the programme improved their confidence at work. Furthermore, 60% of the female participants have since been promoted or assumed increased responsibilities, showcasing the tangible impact of our initiatives on women's career progression. We are committed to maintaining similar levels of representation in our 2024 programme.

## Internal mentoring

In addition to the Leadership Academy, we introduced internal mentoring opportunities to support colleagues in their journey towards leadership roles. In 2023, women comprised



67% of our internal mentors and 80% of our mentees, demonstrating our commitment to empowering women through mentorship. In 2024, we plan to further expand and enhance this initiative to facilitate even more women's advancement into leadership positions.

## Career progression

Looking ahead, we are continuing to focus on leadership development programmes tailored

to enable women to excel in leadership roles. These programmes will address essential skills such as understanding and owning personal impact, as well as honing influencing and stakeholder management abilities. By prioritising equity and inclusivity in our leadership development initiatives, we are cultivating an environment where women can thrive and lead throughout our charity.

## Apprenticeships and qualification schemes

In line with our commitment to women's equity and advancement, we are prioritising opportunities for further education and professional development. We offer a range of qualifications, from level 2 Health and Social Care certifications to level 5 nursing degrees and leadership qualifications. We actively encourage all colleagues, especially women, to pursue qualifications that align with their career aspirations. Notably, 92% of those who have completed level 2-5 qualifications funded via the apprenticeship levy in the last year have been women. Additionally, 89% of those currently enrolled in apprenticeships are women. We are proud to have women represented across all levels of our Charity, including members of our leadership team, who are actively pursuing educational opportunities to advance their careers.

By providing accessible pathways for women to enhance their skills and knowledge, we are not only investing in their personal and professional growth but also creating a more diverse and inclusive workforce where women can thrive and contribute meaningfully to our mission and vision.

## Inclusion training

We have taken active steps to cultivate a culture of belonging and inclusion by providing inclusion training for all middle managers who

are predominantly female. This training aimed to equip our leaders with the knowledge and tools necessary to promote diversity, equity, and inclusivity within their teams and across the Charity.

Further, we are expanding our efforts to ensure that all colleagues at every level of the Charity have access to comprehensive inclusion training. By rolling out this training programme throughout the Charity, we are empowering all employees to contribute to a workplace culture that celebrates diversity, fosters belonging, and embraces the unique perspectives and experiences of every individual.

## Diversity Network Groups and intersectionality

At SeeAbility, we are committed to ensuring that women have significant representation and influence across all our inclusion initiatives and forums whilst also addressing barriers related to intersectionality.

Our Racial Awareness, Disability, and LGBTQIA+ colleague forums are chaired or co-chaired by women, demonstrating our commitment to gender diversity and ensuring that women have leadership roles in shaping our Charity's approach to diversity and inclusion.

Furthermore, women comprise 75% of our overarching Inclusion Board, which oversees



and guides our inclusion efforts. This high level of representation ensures that women have a substantial voice and influence in decision-making processes related to diversity, equity, and inclusion within SeeAbility.

## Insights from our colleagues

Insights from our annual 'YOUR VOICE' Colleague Engagement Survey shed light on the experiences of women within SeeAbility, highlighting notable trends across different age groups.

Among women, those aged 35-44 and 60-64 emerged with the highest average overall scores and most favorable percentage scores. This underscores the importance of addressing the needs of women in perimenopause and menopause age groups, who, despite being the most responsive demographic, expressed lower levels of happiness and engagement.

Interestingly, the survey revealed a gender dynamic in how quickly voices are heard across



age groups. Women's voices were observed to be recognised more swiftly compared to men, with men's voices gradually gaining recognition, peaking at age 65+. However, it's noteworthy that women aged 65+ felt their voices were not always fully acknowledged, scoring 2.6 points lower than their male counterparts of the same age.

These insights serve as a valuable foundation for refining our approach to inclusion and ensuring that the voices of women, especially those in underrepresented age groups, are heard, valued, and acted upon within SeeAbility.

### **Menopause, fertility, domestic abuse and caregivers**

Recognising the significance of menopause in the workforce, where more than 4.5 million UK women are in peri-menopause or post-menopause, comprising nearly 15 percent of the national workforce, we have taken active steps to support our colleagues.

In SeeAbility, 16.4 percent of our workforce belongs to the menopause age group. We have appointed a Menopause Lead Coach and four other coaches to provide support. In addition, we have organised menopause cafes, webinars, and resources on our internal platforms to foster open discussions and provide valuable information about menopause. This has created

safe spaces where women can share their experiences, both the highs and lows, of their menopause journey. By connecting with fellow members of the menopause cafes, women have found invaluable support and understanding, empowering them to navigate this transitional phase with confidence. The sharing of personal stories has proven to be instrumental in encouraging our colleagues to proactively engage with healthcare professionals, families, and line managers to discuss their needs and seek the support they require during this time. Through these interventions, we are committed to ensuring that women feel supported, validated, and empowered to manage their menopause journey effectively within our Charity.

Additionally, we have developed a menopause strategy and signed a menopause pledge with the charity 'Wellbeing of Women'.

Understanding the impact of infertility on women's well-being, we have appointed coaches to provide support in this area, including one coach with lived experience who aims to support others dealing with fertility and infertility issues.

Recognising the prevalence of domestic abuse and stalking, particularly affecting women, we have expanded our support services to include a resident coach dedicated to supporting colleagues affected by domestic violence and abuse. Information on domestic abuse and stalking is also available on our internal platforms.

To continue evolving our support for the needs of women in our workforce, we continue to look ahead. We aim to develop support coaches for female caregivers and expand our support offerings for women in the age groups of 16-24 and 65+.

Overall, our goal is to create an inclusive and supportive environment where all women feel valued, heard, and empowered to thrive both personally and professionally.

### Wellbeing

We're proud to share that two-thirds of our Wellbeing Coaches are women. We currently have 30 in place, also known as mental health first aiders, representing a diverse age range from 24 to 62 years old. Each of our coaches has undergone training and certification from Mental Health First Aid England, ensuring they possess the necessary skills and knowledge to support their colleagues in times of need. To maintain their proficiency, our coaches participate in refresher courses every three years, ensuring they stay up to date with best practices and continue to provide effective mental health support to our team members.

### Staff Forum

The Staff Forum plays a vital role in amplifying the voices of our colleagues and actively participating in decision-making processes

crucial for the Charity's success. Meeting four times a year, our forum provides a platform for open dialogue, collaboration, and advocating for positive change within the Charity.

We're proud to note that 84% of our Staff Forum members are female, reflecting the diverse representation and perspectives of women in shaping the direction and policies of our Charity. Through their active involvement, our female colleagues contribute significantly to an inclusive and supportive workplace culture where everyone's voice is valued and heard.

### Flexible working

We actively promote a diverse range of flexible working arrangements to meet the needs of our colleagues and the people we support. Whether remote work or hybrid options, flexible hours, or alternative weekly patterns, we look to accommodate where possible. By embracing flexibility, we aim to create an environment where women can thrive professionally while balancing their personal commitments. We believe that offering flexible working options not only attracts talented individuals but also fosters a supportive culture that retains and empowers women within our Charity.



## Inclusive recruitment

As part of the SeeAbility inclusive recruitment strategy, we are also conscious of ensuring any gaps within gender pay is minimised or eradicated therefore promoting gender equality at the forefront of our recruitment planning. We do this by ensuring all job adverts are completely transparent with the salary or range being offered for the role being placed on the job advert. We also ensure that there are no unnecessary obstacles within the job description and advert that could mean the vacancy indirectly prevents any minority group of candidates from applying.

We advertise our vacancies across a wide spectrum of media as well as targeted job boards to ensure we attract a diverse range of candidates for each role. In addition to this, we offer flexibility as the role allows, to ensure the vacancies are open to those who may have responsibility for childcare or other caring arrangements. By doing this, it has also supported our efforts in retaining female talent, thereby narrowing the gender pay gap.

Our recruiting managers have been trained to remove unconscious bias throughout the recruitment process. By fostering an inclusive recruitment environment where all candidates are evaluated based on their skills and values, rather than their gender, has supported our

efforts in working towards achieving greater gender equality and closing any salary disparities between male and female colleagues.

## Our commitment to enhanced analysis and engagement

Following the release of this report, we are dedicated to delving deeper into the data and engaging with our colleagues to gain a comprehensive understanding of the factors contributing to the pay gap. Our aim is to continue to identify key drivers within specific areas where targeted interventions could be implemented to accelerate the reduction of our pay gap.

Through detailed analysis and open dialogue with our colleagues, we aim to uncover underlying causes and areas for improvement. This approach will enable us to continually evolve more effective strategies for narrowing the pay gap and fostering greater equity within our Charity.

Additionally, we are committed to enhancing the timeliness of our reporting by producing and publishing our 2023/2024 pay gap figures earlier in the reporting year. By providing more timely and transparent reporting, we can encourage greater accountability and facilitate ongoing dialogue around pay equity. We also intend to report on the breadth of diversity in

SeeAbility including age, ethnicity, sexuality and disability pay gap data and analysis.

Overall, our commitment to enhanced analysis, engagement, and transparency underscores our dedication to addressing the pay gap and creating a more equitable environment for all.

I confirm that the information contained within this report is accurate.

### Martin Boyce, Executive Director of People





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**Registered Charity Number 255913**

SeeAbility is the operating name of The Royal School for the Blind  
Patron: HRH The Duchess of Gloucester GCVO

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