



## **Gender Pay Report 2020**

This report details and addresses our gender pay outcomes, based on the mandatory snapshot date of 5th April 2020. The figures show the difference in the average pay between our male and our female colleagues on the snapshot date. This is different to equal pay, which would show the differences between male and female colleagues who carry out the same job or similar jobs of equal value.

The year 2020 has been atypical due to the onset of the global pandemic in early spring and the associated, unprecedented effects of it on our organisation. For Kingswood Learning and Leisure Group, as an accommodation, hospitality, and youth provider, our operation has been substantially impacted, resulting in the majority of our employees being on furlough on the snapshot date of 5th April 2020. This resulted in a headcount of only 64 who were in receipt of 100% pay on this date and who are therefore eligible to be included in our reporting for 2020.

Since the last report, we have launched our new organisational values to underpin our strategy, linking them into our workplace behaviours. Our revised performance review process is being developed and we are now working to embed them into our ways of working throughout the full employee journey. We have made progress in the delivery of our Management Development and Apprenticeship programmes which will support our overall People Strategy.

We remain committed to building a world class people strategy that supports equality, diversity and Inclusion along with fantastic career development for our colleagues and to paying our people fairly and appropriately. We implemented a revised pay and grading system for all our Centre based roles in March 2019 and are continuing the work on doing the same for all our other roles right across the organisation.

We set out below our gender pay reporting figures based on the snapshot date of 5th April 2020.

For the purpose of comparison, we also set out figures on 13th March 2020 which include the headcount prior to furlough.

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#### 5<sup>th</sup> April 2020 Snapshot

| Mean  | Median |
|-------|--------|
| 7.16% | 8.67%  |

#### 13<sup>th</sup> March 2020

| Mean   | Median |
|--------|--------|
| 14.03% | 15.87% |

### **What the numbers tell us about our gender pay gap in year 4**

This shows that our average hourly rate paid to females on the mandatory snapshot date is 7.16% lower than the average hourly rate paid to males, with a median average pay gap of 8.67%. It is important to note that this only reflects the small number of staff who were not furloughed on that date.

These figures are significantly higher than the mean and median in 2019. However, they are not fully representational of the overall gender pay gap, due to the small eligible headcount – hence our reason for including a comparison snapshot date of 13th March 2020 which was prior to any of our employees being furloughed and was therefore based on a headcount of 696 eligible employees.

The figures do, however, raise questions that require further investigation. For example, while there is generally a good gender balance in Head of Department the Senior Leadership team has 2 female colleagues, there were a greater proportion of upper quartile operational and technical roles needed within the non-furloughed COVID recovery team. We need to understand why these roles are predominantly held by men.

Within Kingswood Learning and Leisure Group, we have one female colleague on our Exec, but the majority of the Exec team are male. In the case of our Operations function, our most senior roles are held by males but the requirements/conditions of the role in the past may have deterred females with caring responsibilities and this is a situation we are proactively looking to address with an alternative approach/more flexible ways of working. We also need to explore whether and why there was any gender pattern to furlough decisions taken within the Centre based teams.

The overall split of our 164 eligible employees was 51% female and 49% male, which shows an almost equal gender split of those who were in receipt of 100% pay and therefore not on furlough leave on the snapshot date. Where the pay quartile figures

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initially look to be negative compared to 5th April 2019 is in the upper quartile (2019 figures: 52% female/48% male); and in the upper middle quartile (2019 figures: 53% female/47% male). To consider the impact of furlough, if we again use 13th March 2020 as the snapshot date, this shows: Our split by pay quartile on 13th March 2020:

This shows a completely different make-up of pay quartiles pre-furlough compared to during furlough, with the much smaller number of eligible employees on 5th April 2020 snapshot date (during furlough) having a proportionately much greater effect on the gender split by pay quartile, especially in the upper and upper middle quartiles. This evidences that it is a 'one-off' pandemic effect, not an overall trend – however, further analysis is required to consider the gender split by role.

Kingswood Learning and Leisure Group does not currently operate a bonus scheme at within the organisation. Taking account of these findings, we will continue to work on developing our inclusion and diversity strategy. This will include:

- Delivering on the first priority of our 2020 strategy which is that access for all means all. This means working towards our employees and volunteers, as well as those who stay with us in our accommodation, reflecting the demographics of England and Wales. We will achieve this by initially baselining our current position and based on the outcomes will address building greater diversity into our recruitment processes.
- Completing the implementation of our new recruitment and on boarding system by the end of March 2021, ahead of any planned recruitment. This will enable us to better analyse the diversity of candidates who apply for our job opportunities and to compare this to the diversity of candidates who subsequently join us to ensure that the shortlisting, interview and overall selection process does not create any barriers to recruiting employees from diverse backgrounds.
- Developing our approach to flexible working, reviewing the learning from homeworking during the pandemic, to offer greater flexibility of 'workplace' and less reliance on a main head office base or on extensive travel, which should enable us to attract a more diverse workforce, especially in what have traditionally been our 'office based' roles.
- Developing our Youth project to develop young people as employees and/or apprentices, providing support in starting careers utilising government

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programmes, activities, engagement contracts and partnering with external organisations.

- Working towards achieving Disability Confident 'Leader' status.

#### Declaration

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

A handwritten signature in blue ink, appearing to read "Stephen Watson".

**Stephen Watson**  
**Group People Director**

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