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Responsible  
Business Network



# BUSINESS IN THE COMMUNITY GENDER PAY GAP REPORT 2022

2022 saw Business in the Community (BITC) adapting to the challenges of a new working environment. We moved away from the pandemic into a different world of established hybrid working, focusing on retention of colleagues and an unprecedented war for talent.

We firmly believe that even if you are not legally required to report and publish the Gender Pay Gap for your organisation, we must ensure that we are working together to create a more equal and fair society for everyone. If you need guidance on how to start your journey, visit BITC's [Gender Pay Gap Reporting Dashboard](#) to understand the benefits of being transparent.

At the moment, there is no legal requirement for BITC to measure and report this data, but as we encourage and support other organisations to do this, we must lead by example.

Our 2022 gender pay gap is 4.6% and, whilst small, we will not be complacent and will continue to measure and monitor our data.

Similarly, one of the key calls to action in our Race at Work Charter is to capture ethnicity data and publish our progress to ensure a transparent workplace for diversity fairness. This report is published separately on our website.

We all have a role to play in creating a fairer society.

**Mary Macleod**  
Chief Executive, Business in the Community

## Gender Pay Gap Reporting

The gender pay gap is the difference between the average earnings of women and men, expressed relative to men's earnings. This excludes those who are on leave of any type that impacts their pay, for example unpaid leave or Maternity or Parental leave. Figures are calculated by measuring the gross per hour salary rate after salary sacrifice (pension and childcare vouchers) on the snapshot date each year (5th April 2022).

## Gender Pay Gap vs Equal Pay

The gender pay gap takes into account all roles at all levels of an organisation, rather than comparing the pay received by women and men for carrying out the same roles.

Therefore, the gender pay gap is different from unequal pay, which is where men and women do not receive the same pay but carry out the same job, a similar job, or a job of equal value. This is pay discrimination and is unlawful.

Business in the Community is constantly reviewing our pay processes to ensure that we always have equal and fair pay for all our colleagues, and we are proud to be a real living wage employer.

## National Data

The UK median gender pay gap for *all employees* is 14.9%<sup>1</sup>

This means that by calculating the hourly pay of all employees, both part-time and full-time and fixed-term and permanent, women's hourly earnings, on average, are 14.9% less than men.

Among *full-time employees only* the UK median gender pay gap is 8.3%<sup>2</sup>.

The office for National Statistics notes that the gender pay gap has been declining slowly over time; over the last decade it has fallen by approximately a quarter among full-time employees and all employees.

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1

<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2022#the-gender-pay-gap>

2

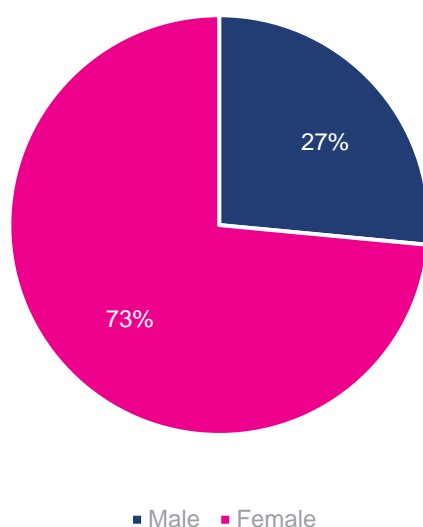
<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2022#the-gender-pay-gap>

## BITC Gender Pay Gap Reporting

In line with The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, Business in the Community is pleased to report our gender pay gap. We take our responsibility to report fully to our employees, members and stakeholders, so we include our Northern Ireland colleagues in our calculations for complete transparency.

### About BITC

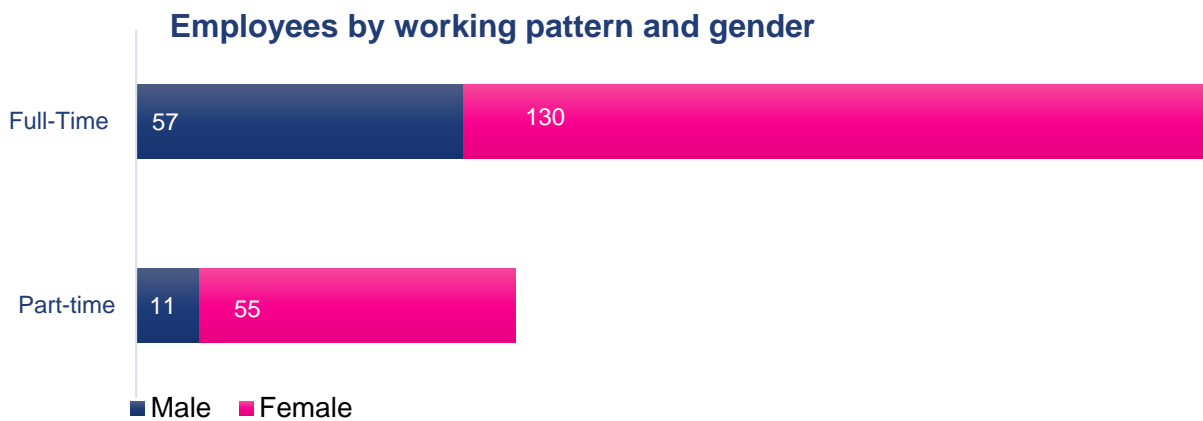
Payroll relevant employees by Gender



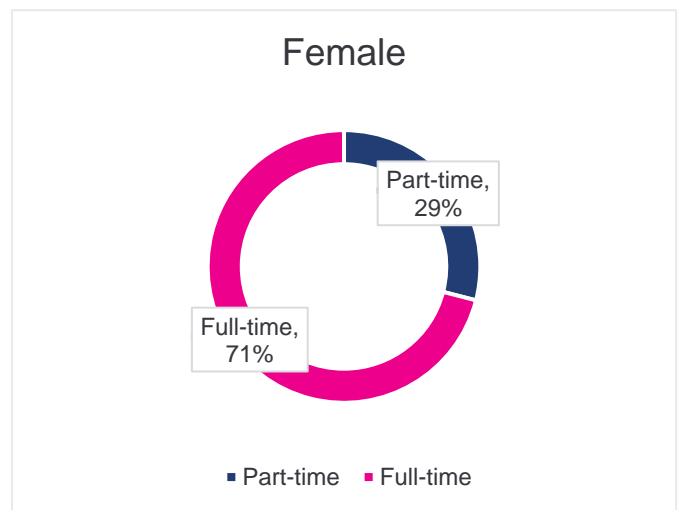
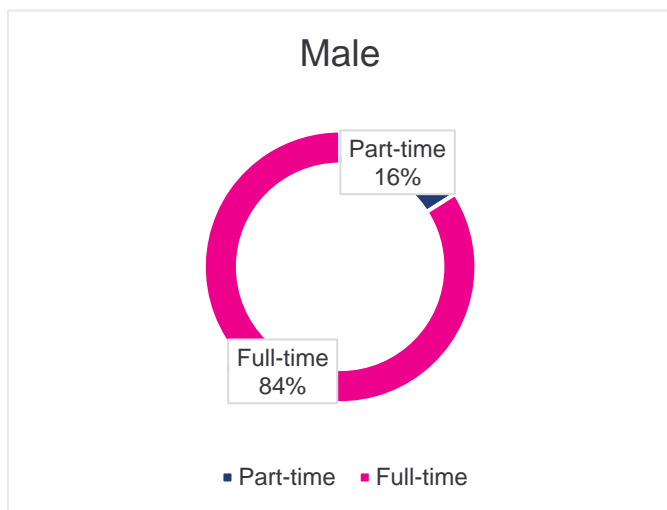
The table above shows the breakdown of the payroll relevant employees by gender.

We are a medium-sized employer with a total of 259 colleagues on the snapshot date of 5 April 2022.

For the purposes of reporting our gender pay gap we removed a total of 6 female employees who were not payroll relevant as they were on maternity leave. This means these calculations are based upon a headcount of 253 people.



The table above shows the proportion of full-time and part-time employees of the 253 that were used to calculate the gender pay gap and we can see that female colleagues make up 83% of those who work less than 35 hours per week and the figures below also demonstrate the gender differences in working patterns.



## Methodology

To calculate our gender pay gap, we took the mean salary for men and mean salary for women, removed the figure for women from that of men, divided by the men’s rate and multiplied by 100. This calculates the difference as a percentage of the men’s salary. The same method is used for the median figure.

For a full breakdown of how organisations are instructed to calculate their gender pay gap, and to see the guidance that we used, please visit the Government website.<sup>3</sup>

**Our Pay Gap – All Colleagues**



**All Female Mean  
£21.87ph**



**All Male Mean  
£25.28ph**

**Our mean gender pay gap for all colleagues is 13.5%**

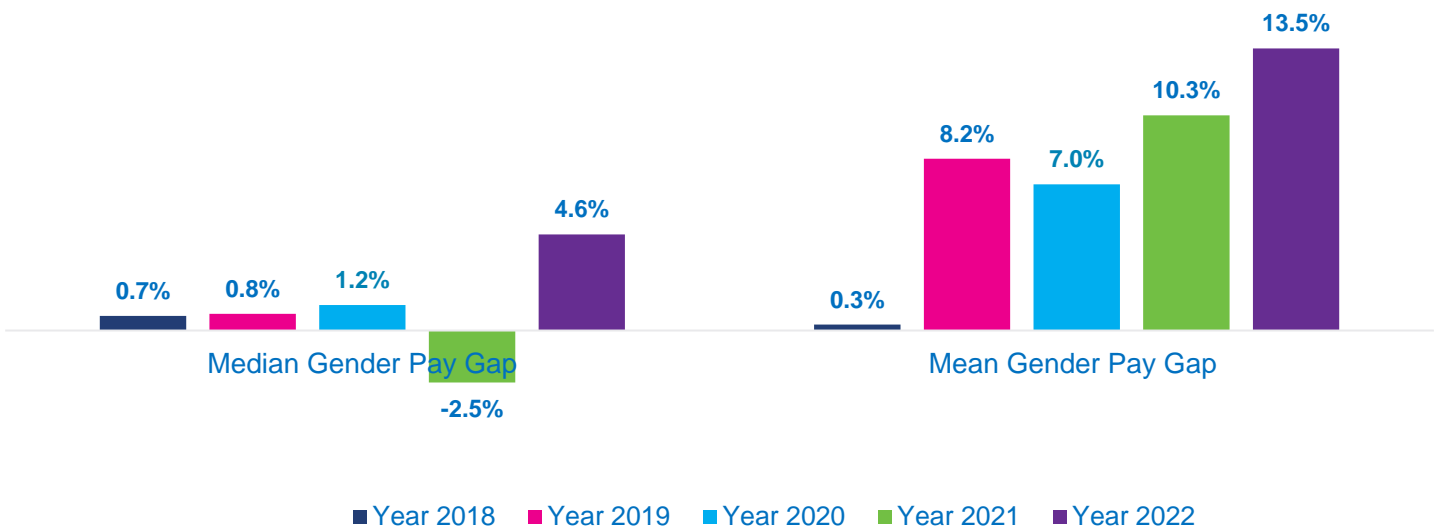


**All Female Median  
£20.60ph**



**All Male Median  
£21.61ph**

**Our median gender pay gap for all colleagues is 4.6%**



<sup>3</sup> <https://www.gov.uk/guidance/making-your-gender-pay-gap-calculations>

## Our Pay Gap – Full-time Colleagues only



Full-time Female Mean  
£23.03ph



Full-time Male Mean  
£24.46ph

Our mean gender pay gap for full-time colleagues is **5.9%**

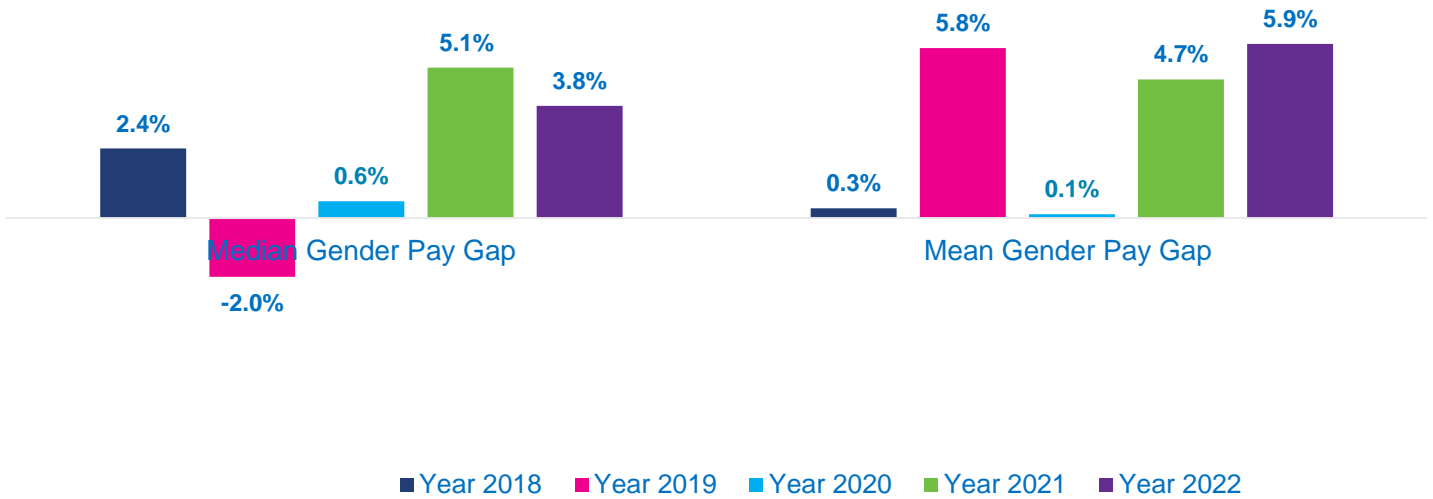


Full-time Female  
Median £20.89ph



Full-time Male Median  
£21.71ph

Our median gender pay gap for full-time colleagues is **3.8%**



## Bonus Pay Gap

BITC has a zero gender pay gap in relation to bonuses as we do not award bonus payments.

## Why do we have a gender pay gap?

Our median gender pay gap for all colleagues is 4.6%. This means that on average men are paid 4.6% more than women on the snapshot date and has increased from -2.5% in 2021.

Our mean gender pay gap for all colleagues has increased from 10.3% to 13.5%.

For the purposes of recording our gender pay gap we use the median figure as this is how the national statistics are reported by the ONS.

We note that we are working with small and uneven data sets and as such this presents a challenge as very small movements make a disproportionate impact.

This can be demonstrated by understanding movements of our colleagues over the 12 months between reporting points. In our 2 most senior grades (job levels), 2 women left BITC and we recruited 1 man, so increasing the male mean and median by a small amount.

At the lowest grades in the organisation our male population remained static over the last 12 months while we gained 7 women, this pulled their mean and median down slightly.

Men make up 27% (68) and women 73% (185) of our total workforce.

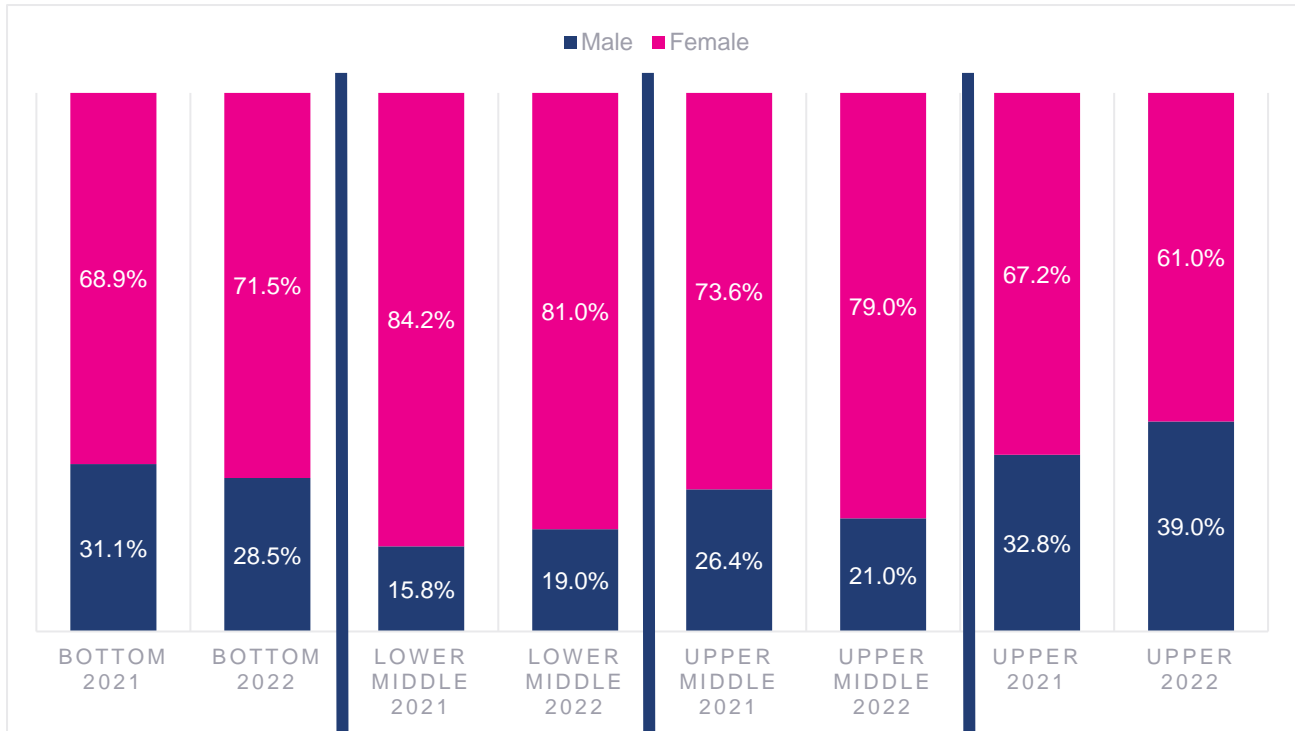
Looking at the full-time only population, we can see the figures are much closer together with a median gap of just 3.8% and a mean gap of 5.9%.

The majority of part-time colleagues being women also impacts the mean and median average hourly pay.

Whilst we are not required to report on this set of figures it is important to us to form a full picture of where we need to address any imbalance.

## Quartile data

### Quartiles 2022



We note a slight change in gender distribution across the quartiles. In the upper quartile the male headcount has increased to 39% of the total, an increase of 6.2%, while it has decreased 5.4% to 21% in the upper middle quartile.

As stated previously, in a data set this small a single employee can represent a disproportionate change.

The overall headcount remains similar to last year from 230 to 235 on the snapshot date; we are cautious not to use this as a stand-alone indication but to monitor the longer-term trend.

This additional data is provided as part of our commitment to being open and transparent, and to more effectively identify the factors that might be driving our pay gap and help us to inform how we can improve. We consistently review our data with the intent to build and maintain a diverse workforce.

## Taking Action

- We continue to ensure that our policies and practices are both fair and inclusive and support attraction and retention of a diverse workforce and review these regularly. For instance, a



key element of our colleague proposition is a strong, flexible working culture backed up by inclusive parenting and caring policies to support addressing workplace inequalities.

- We continue to ensure our recruitment policy and processes are both free from bias and fully inclusive. This includes ensuring our job descriptions are free from bias, the use of observers in all our shortlisting and interviews and regular upskilling of hiring managers, all with the aim of reducing unintentional bias.
- We continue to work with our recruiting partners and experts to explore ways that we can maximise candidate attraction leading to more diverse applicant pools. We want our roles to appeal to every member of the community in which we work and BITC to be seen as an employer of choice.

## Going forward

It is our aim to maintain a gender pay gap as near to zero as we possibly can, but we acknowledge that in a small organisation a relatively minor change to the workforce can have a disproportionate impact on the figures.

We are determined to monitor our gender pay gap and what drives it, so that we can address any gaps and ensure that men and women can progress equally within BITC.

We will continue to monitor and review our data to ensure we maintain our focus on full inclusivity - gender, ethnicity, age, and disability.

## Declaration

I confirm that our pay gap data for 2022 has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

**Jane Ingram**  
**Head of Human Resources**