



2020 States of Jersey Gender Pay Gap Report

As at 30 June 2020

Foreword

This is the second States of Jersey Gender Pay Gap Report, published by the Government of Jersey, detailing gender pay gap figures for the Government of Jersey and Non-Ministerial departments. It reflects the ongoing commitment to be an employer of choice that delivers equal opportunities and protection against discrimination to our employees.

This commitment will ensure that the States Employment Board is an inclusive employer with a diverse workforce reflecting the people of Jersey, who we serve.

The Gender Pay Gap Report examines areas where we can improve our working practices and identifies departments and professions where we can engender greater diversity.

An important tool in this is the Inspiring Women into Leadership and Learning (I WILL) initiative which aims to increase the number of women in senior positions across the Government of Jersey.

Publishing these reports on a yearly basis allows us to track our progress on equal earnings by drawing comparisons with the previous annual report. Additionally, this particular report partly covers the period of our COVID-19 response, allowing us to chart the impact that our pandemic response had on the gender pay gap; through secondments and the bringing in of new staff.

I hope that our transparency prompts other organisations to do the same.



John Le Fondré
Chief Minister and Chair of the States Employment Board



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Introduction

The gender pay gap

The gender pay gap shows the difference in the average pay between all men and women in a workforce.

If a workforce has a particularly high gender pay gap, this indicates the need to explore and address issues.

Equal pay

The gender pay gap is different to equal pay. Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value.

The Government of Jersey and Non-Ministerial departments always pay equally for the same roles within pay group, regardless of gender. The Government of Jersey has established reward structures for individual pay groups, with grades and pay or pay ranges for levels of work. Salaries are paid according to the grade of a job irrespective of gender.

Diversity and Inclusion

The States Employment Board building a diverse and inclusive workforce that reflects the people we serve is one of our priorities. Our collective aim is to Improve equity and opportunity as an inclusive employer.

Our Diversity and Inclusion policy outlines how we plan to achieve wider diversity. We are committed to create opportunities for all and reward all employees fairly, regardless of any personal characteristic or circumstance.

Profile of States of Jersey workforce

The States of Jersey workforce is diverse and covers multiple public sector organisations – the Government of Jersey and Non-Ministerial departments. Together, we deliver a wide range of central and local government, legal and parliamentary functions and services. We also employ a diverse range of employment groups and professions, spanning a wide array of strategic and delivery activities.

Some of these professions or employment groups have traditionally employed and attracted one gender more than another. For example, teachers and nurses are predominately female, while manual workers and those working in uniformed services (like the Police and Fire and Rescue Service) are predominantly male.

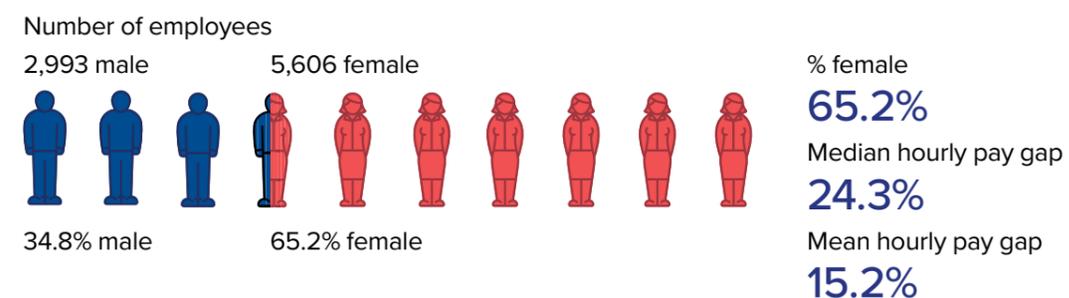
Gender pay gap data 2020

The data for the States of Jersey gender pay gap is based on information at 30 June 2020.

The metrics shown include:

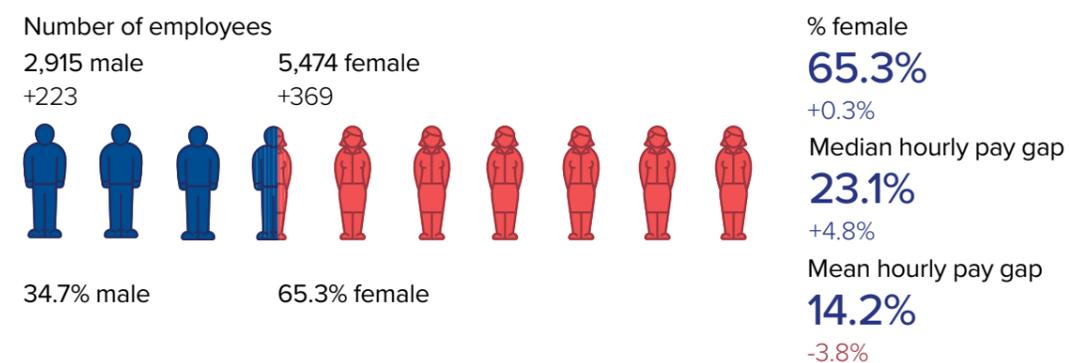
- Data for all direct employees of the States of Jersey, including those on permanent, fixed term, zero hours or honorarium contracts
- Difference in the mean pay of the hourly rate of men and women expressed as a percentage.
- Difference in the median pay of the hourly rate of men and women expressed as a percentage.
- Difference in mean and median hourly rate of men and women in tier 1 and tier 2 senior leadership roles and for the remaining organisation by department.
- Number and percentage of workforce who are male or female.
- Gender comparison for the whole workforce split into four quartiles, where quartile 1 is the percentage workforce on the lowest 25% hourly rate – quartile 4 is the percentage workforce on the highest 25% hourly rate.

States of Jersey gender pay gap figures at 30 June 2020 - including Non-Ministerial Departments and General Practitioner appointments

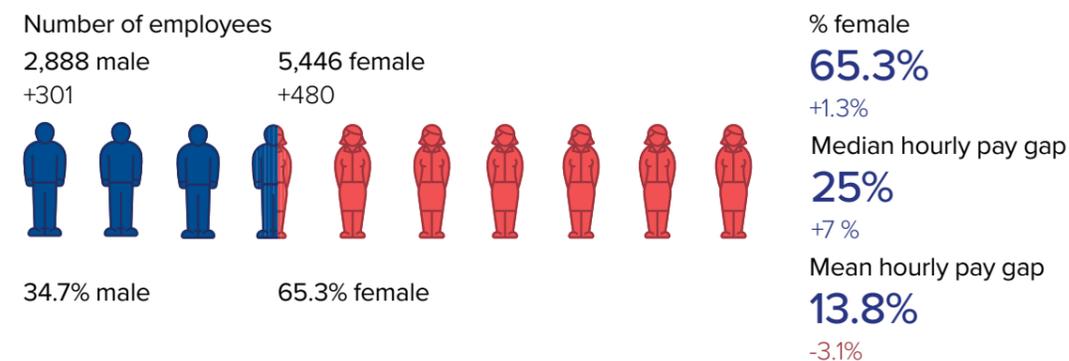


Note: the figure above includes General Practitioners who were directly employed on a temporary basis by the Government of Jersey as part of the COVID support initiatives.

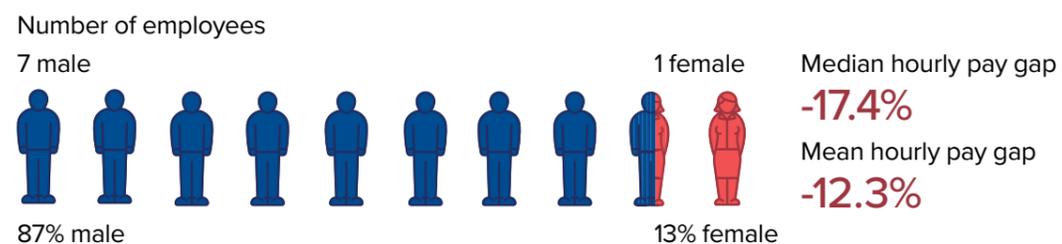
States of Jersey gender pay gap figures at 30 June 2020 - including Non-Ministerial Departments (excluding General Practitioner appointments)



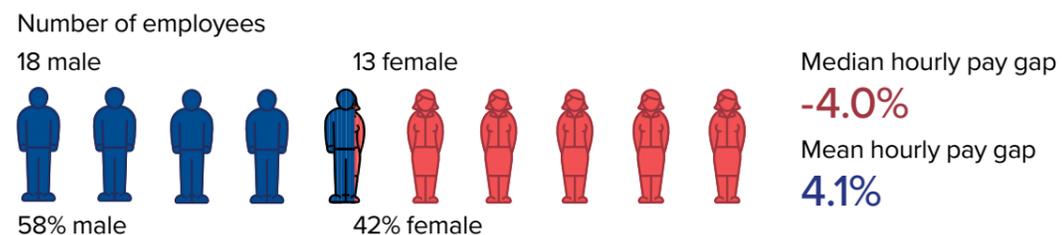
Government of Jersey gender pay gap figures as at 30 June 2020 - excluding Non-Ministerial Departments



Tier 1 Government of Jersey leadership gender pay gap (inclusive of all supplements)



Tier 2 Government of Jersey leadership gender pay gap (inclusive of all supplements)



Note: the figures above can be interpreted as follows: if the number is positive, males are paid more than females. If the number is negative, females are paid more than males.

Pay gap by department

Department	Number of male employees	Number of female employees	% female	Median hourly pay gap	Mean hourly pay gap
Chief Operating Office	98	79	44.6%	1.8%	0.2%
Children, Young People, Education and Skills	632	1999	76.0%	41.9%	16.5%
Customer and Local Services	89	192	68.3%	0.0%	7.1%
Health and Community Services	697	2249	76%	12.6%	20.4%
Infrastructure, Housing and Environment	506	167	24.8%	7.5%	5.8%
Justice and Home Affairs	491	270	35.5%	11.6%	10.0%
Office of the Chief Executive	43	57	57.0%	22.4%	31.1%
Strategic Policy, Performance and Population	47	74	61.2%	11.4%	12.9%
Treasury and Exchequer	105	152	59.1%	21.6%	18.8%
Non Ministerial Departments*	105	160	57.6%	30.7%	38.6%

* Bailiff's Chambers, Viscount's Department, States Greffe, Judicial Greffe, Law Officers' Department, Office of the Lieutenant Governor, Probation and Aftercare Service, Data Protection Commission

Note: the number of employees listed by department add up to more than the number of employees we employ overall. This is because some employees have more than one contract in more than one department and so when providing a department breakdown, they are counted more than once.

Gender pay gap by quartile

Lower quartile % of employees



28% male 72% female

Median Hourly Pay Gap

2.6%

Mid lower quartile % of employees



32% male 68% female

7.5%

Mid upper quartile % of employees



36% male 64% female

0.5%

Upper quartile % of employees



41% male 59% female

12.1%

Distribution of the workforce by salary band

Salary band	Number of male employees	Number of female employees	% female
£10,000 - £19,999	7	4	36.4%
£20,000 - £29,999	403	1298	76.3%
£30,000 - £39,999	879	1829	67.5%
£40,000 - £49,999	566	1136	66.5%
£50,000 - £59,999	558	1060	65.5%
£60,000 - £69,999	310	400	56.3%
£70,000 - £79,999	86	88	50.6%
£80,000 - £89,999	92	82	47.1%
£90,000 - £99,999	45	18	28.6%
£100,000 - £109,999	48	18	27.3%
£110,000 - £119,999	74	54	42.2%
£120,000 - £129,999	11	7	38.9%
£130,000 - £139,999	20	13	39.4%
£140,000 - £149,999	17	7	29.2%
£150,000 - £159,999	17	2	10.5%
£160,000 - £169,999	3	0	0.0%
£170,000 - £179,999	1	1	50.0%
£180,000 - £189,999	0	0	0.0%
£190,000 - £199,999	0	0	0.0%
£200,000 - £209,999	1	0	0.0%
£210,000 - £219,999	1	0	0.0%
£220,000 - £229,999	1	0	0.0%
£230,000 - £239,999	1	0	0.0%
£240,000 - £249,999	0	0	0.0%
£250,000 - £259,999	2	0	0.0%

Underlying causes of the gender pay gap

The States Employment Board has acted to understand some of the underlying causes.

In our most senior roles that attract higher salaries, although there are more men than women employed in this group, on average female gross hourly earnings are higher than those of men therefore the mean pay gap is negative towards male employees at this level.

The distribution of our workforce drives our mean and median figures and, while our workforce is diverse, we continue to have more female workers in lower pay grades.

Our conclusions of the difference overall:

- a high percentage of men are employed in tier 1 and 2 roles compared to women.
- a high percentage of our part-time workforce are female and many of our jobs that are currently available on a part-time basis are lower paid roles.
- women and men still predominately study for certain careers or apply for or occupy certain roles and professions, and we see this in our gender distribution within certain professions as:
 - 69% of teachers are female
 - 83% of nurses and midwives are female
 - 61% of manual workers are male
 - 77% of prison employees are men
 - 98% of fire service employees are men.

Research shows that women are more likely than men to have had career breaks. Taking career breaks and part-time work to look after dependents can have an impact on career progression, which means that the higher-paid bands are made up predominantly of men. However, there is less significant gender pay gap at this level.

Comparison on the gender pay gap movement since 30 June 2019

The States of Jersey first published the gender pay gap report in 2019, the comparison on the gender pay gap movement since 30 June 2019 includes:

- The mean pay gap has decreased from 18.0% to 15.2% and the median pay gap has increased from 18.3% to 24.3%.
- The number of employees in the last 12 months has increased and this has been inflated by the COVID response.
- The negative mean pay gap towards male employees at tier 1 has increased from -9.9% to -12.3%, on average female gross hourly earnings are higher than those of men.
- Tier 2 mean pay gap has changed from 4.1% to a negative mean pay gap of -4.0%, on average female gross hourly earnings are higher than those of men.
- The mean pay gap for majority of departments have has decreased.
- Health and Community Services has increased in mean pay gap by 2.3%, COVID initiatives which included the temporary direct employment of General Practitioners (GPs) and an increased number of support roles at the lower tiers has contributed to the increase.
- Non-Ministerial has increased in mean pay gap by 3.0%.

Closing the gender pay gap will take a significant period, however, we will continue to remove barriers to improving the gender balance and diversity in our workforce and our initiatives will improve the pay gap over time.

What the States of Jersey is doing to address the gender pay gap

The States of Jersey has committed to reducing the gender pay gap, and to do this will involve programmes aimed at targeting the barriers to progression and increasing opportunities for employees in under-represented areas of the organisation.

We will deliver opportunities to address the issue of gender balance and under-representation, enhance career progression and close the gender pay gap through our people strategy.

Strategy and organisation design

Our people strategy explicitly addresses inequality and disparity throughout the government through investment and development of talent, better workforce and succession planning, creating opportunities for people and by becoming a learning organisation.

Our data has shown that, while we have a higher proportion of female colleagues at across all quartiles, the proportion of females to males continues to be significantly higher at the lowest quartile (72% female).

We are able to use talent development as a mechanism to target barriers to pay progression by providing career progression prospects to employees at the lower tiers, which will target more female employees, due to their dominance in the lower tiered groups.

Ensuring that there are channels for our female employees to progress into new roles and higher tiers will address the 'glass ceiling' and reduce inequality both in respect of the pay gap and gender balance.

The employment offer

Our aim is to improve gender balance at all tiers of the organisation, and particularly where groups are historically under-represented.

The States of Jersey is working to create an inclusive culture where difference is valued. The steps we are taking to improve gender balance and diversity in our workforce include:

- Supporting flexible and agile working through reviewing and changing related policies and working practices
- Improving our offer of parental leave polices to promote inclusivity for both males and females
- Carrying out a Total Reward Review (see below for more information) which will, wherever possible, look to support closing of the gender pay gap
- Introducing talent and succession planning programmes that are gender neutral and support progression

- Supporting greater flexibility in contract arrangement to allow for all roles to be considered for flexible working
- Removal of bias language in job descriptions and recruitment adverts
- Using pre-defined criteria for the job for recruitment and promotions to ensure all candidates have the same opportunity to demonstrate their capability in the role
- Launching new entry talent programmes that challenges the normal perceptions gender-bias towards certain roles
- Continue developing the Inspiring Women Into leadership 'I WILL' initiative
- Developing a coaching and mentoring framework to support development across the organisation
- Establishing a consistent performance management structure that supports improved development, engagement and productivity
- Developing leadership and colleague learning programmes and activities that are gender neutral and provide opportunities for all
- Developing systems that allow us to collect data, report and analyse diversity within the organisation
- Annually reporting on the gender pay gap so progress is tracked and monitored.

As part of our people strategy, we are introducing a total reward review to deliver a modern and efficient set of arrangements for public servants that achieves fair and appropriate reward. It will review every aspect of pay, including pay progression, grading, and all contractual and non-contractual pay and related policies which will also support the Government in addressing the gender pay gap. It will address different types of contracts to make them open to all employees, including broadening the offers of job shares, flexible working arrangements and career breaks. The review will also look to address the pay position for the lowest-paid public service workers.

We are aware of historic issues of pay inequality between different pay groups, which we began addressing through differential pay offers in January 2021. In broad terms, this means that we have given, on average, higher pay increases to lower-paid groups, such as nurses, midwives and manual workers, than to higher-paid groups, such as civil servants. This supports our aim to ensure pay parity but will also help to close the pay gap in some areas. This work will be taken forward into future negotiations to deliver parity across roles, regardless of the gender of the post-holder.

Our current terms and conditions of employment and supporting policies are under review, to ensure that we are supporting employees with caring and domestic commitments, by offering flexible working solutions and encouraging agile working.

We will invest in long-term programmes such as talent and leadership development and will be looking at how we tackle social and cultural challenges and unconscious bias in the workplace through our talent and attraction

strategy. The Team Jersey programme will continue coaching sessions with senior managers and supporting leadership in building development plans for departments to embed the organisation values and behaviours to build a positive workplace culture.

The 'I WILL' initiative, overseen by a steering group of male and female colleagues from a range of grades and departments, aims to increase the number of women in senior leadership positions and create opportunities for women to develop and connect across the organisation. A programme of work has been developed to support women in their career progression, professional development and to support ongoing activity to make the Government of Jersey an exemplar and employer of choice for women. A mentoring and coaching scheme for colleagues has been established, and this reopened for applications from both mentors and mentees in January. I WILL has partnered with Board Apprentice to run a pilot scheme aiming to increase board member gender diversity across the public sector, arm's length organisations (ALOs), and wider States-owned bodies. The initiative ran a programme of virtual skills and learning sessions during 2020 and will deliver a full suite of speakers and topics in 2021, covering subjects such as Leading Virtually, Building Resilience and Effective Negotiation. I WILL plans to launch its delayed shadowing scheme this year which will provide a great opportunity for employees to build new skills and gain insight into other areas of the business and the leadership style of senior colleagues.

