



# 2019 States of Jersey Gender Pay Gap Report

At 30 June 2019

## Foreword

One of the Government aims is to be a good and fair employer, with a diverse and inclusive workforce, which reflects the people we serve.

Over the years, improvements in law to prevent discrimination on the grounds of gender, ethnicity, age, disability and sexual orientation have vastly improved the workplace, and recent improvements to family-friendly employment practices have helped working parents to achieve a better work-life balance.

The gender pay gap is the difference between the average earnings of men and women, expressed in relation to men's earnings. It is not a measure of the difference in pay between men and women for doing the same job.

This report covers employees across the whole of the States of Jersey, comprising the Government of Jersey and Non-Ministerial departments. We are following the lead shown by the UK Government, which introduced legislation in 2017 requiring all organisations that employ more than 250 staff to report annually on their gender pay gap figures. We are using this initial analysis to consider improvements to practices and policies to enhance gender equality in our workforce.

As a public service, we are committed to creating opportunities for all and to reward all employees fairly, regardless of gender, race, ethnicity or any other personal characteristic. Our Diversity and Inclusion Policy outlines how we plan to achieve wider diversity.

I am pleased to be publishing the first gender pay gap figures for the Government of Jersey and Non-Ministerial departments. I hope that our transparency will encourage other employers in the Island to publish their own gender pay gaps.



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



## Introduction

### The gender pay gap

The gender pay gap is 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 could indicate 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 all pay equally for the same roles within a pay group, regardless of gender. Where there have been differences in pay between groups, the Government has been addressing them in recent pay awards through higher pay rises to groups with lower pay.

### 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, they deliver a wide range of central and local government, legal and parliamentary functions and services. They also employ a diverse range of employment groups and professions, spanning a wide array of strategic and delivery activities.

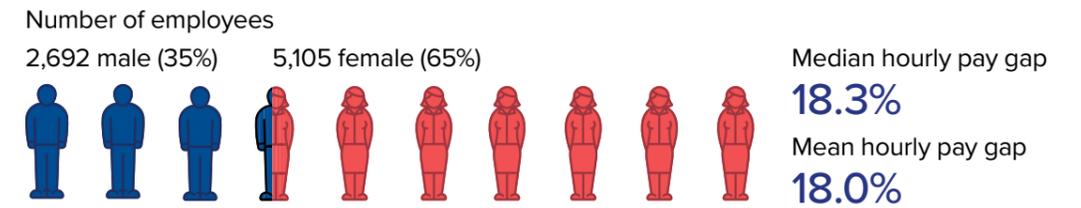
Some of these professions or employment groups have traditionally employed and attracted one gender more than another. For example, teachers and nurses are predominately female, while manual workers and those working in uniformed services (like the Police and Fire and Rescue Service) are predominantly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

# Gender pay gap data 2019

The data for the States of Jersey gender pay gap is based on information at 30 June 2019. The metrics shown include:

- data for all direct employees of the States of Jersey (Government of Jersey and Non-Ministerial departments), including those on permanent, fixed-term, zero hours or honorarium contracts
- differences in the mean hourly rate of pay for men and women, expressed as a percentage
- differences in the median hourly rate of pay for men and women, expressed as a percentage
- differences in the mean and median hourly rates of pay for men and women in tier 1 and tier 2 senior leadership roles in the Government of Jersey
- number and percentage of the workforce who are male or female
- gender comparison for the whole workforce split into quartiles, where quartile 1 is the percentage workforce on the lowest 25% hourly rate, and quartile 4 is the percentage of the workforce on the highest 25% hourly rate.

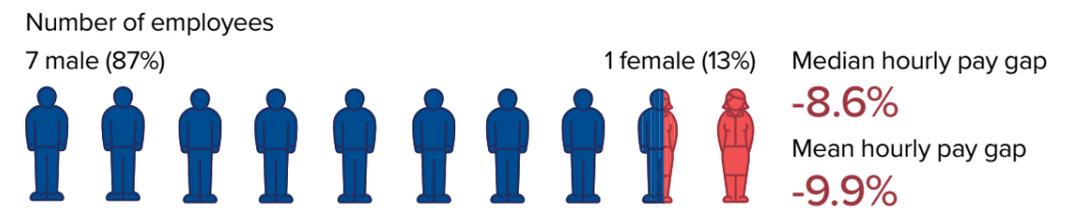
## States of Jersey gender pay gap at 30 June 2019 – includes Non-Ministerial departments



## Government of Jersey gender pay gap at 30 June 2019 – excludes 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, men are paid more than women; if the number is negative, women are paid more than men.

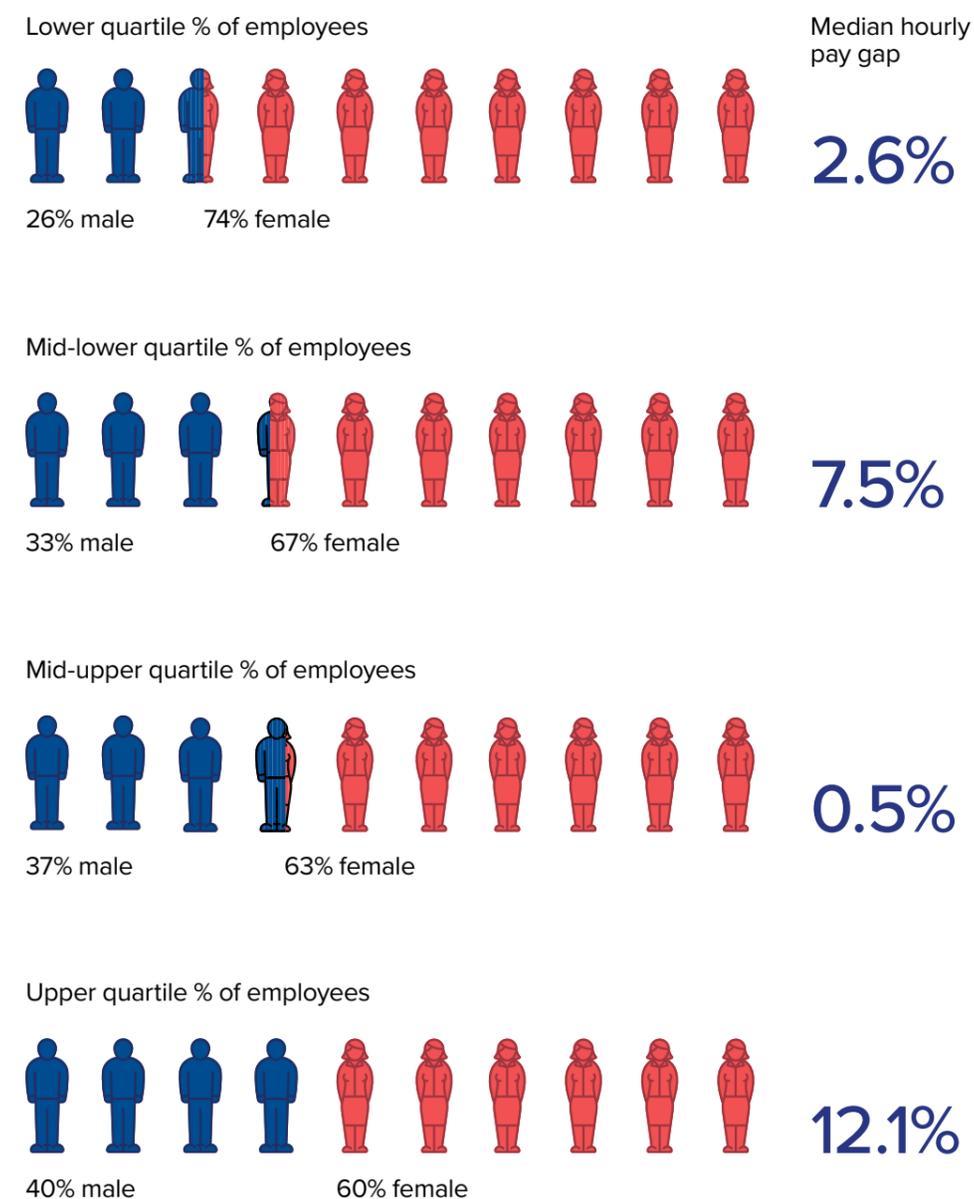
Pay gap by department

Department	Number of male employees	Number of female employees	% female	Median hourly pay gap	Mean hourly pay gap
Chief Operating Office	118	102	46%	0.0%	3.2%
Children, Young People, Education and Skills	613	1,942	76%	32.9%	18.7%
Customer and Local Services	88	156	64%	6.5%	12.0%
Growth, Housing and Environment	451	159	26%	14.2%	11.5%
Health and Community Services	697	2,249	76%	12.6%	20.4%
Justice and Home Affairs	464	242	34%	8.2%	10.3%
Office of the Chief Executive	36	44	55%	30.6%	36.7%
Treasury and Exchequer	85	127	60%	32.5%	28.7%
Strategic Policy, Performance and Population	34	47	58%	12.2%	16.5%
Non-Ministerial departments*	107	146	58%	22.8%	35.6%

\* 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 figures above can be interpreted as follows - if the number is positive, men are paid more than women; if the number is negative, women are paid more than men.

Gender pay gap by quartile



Band	Number of male employees	Number of female employees	% female
£10,000 - £19,999	9	4	30.8%
£20,000 - £29,999	552	1,718	75.7%
£30,000 - £39,999	614	1,188	65.9%
£40,000 - £49,999	640	1,299	67.0%
£50,000 - £59,999	552	902	62.0%
£60,000 - £69,999	147	220	59.9%
£70,000 - £79,999	96	92	48.9%
£80,000 - £89,999	69	47	40.5%
£90,000 - £99,999	55	17	23.6%
£100,000 - £109,999	38	13	25.5%
£110,000 - £119,999	11	9	45.0%
£120,000 - £129,999	15	7	31.8%
£130,000 - £139,999	17	12	41.4%
£140,000 - £149,999	15	2	11.8%
£150,000 - £159,999	17	2	10.5%
£160,000 - £169,999	6	1	14.3%
£170,000 - £179,999	2	1	33.3%
£180,000 - £189,999	1	0	0.0%
£200,000 - £209,999	1	0	0.0%
£210,000 - £219,999	3	0	0.0%
£220,000 - £229,999	1	0	0.0%
£230,000 - £239,999	0	0	0.0%
£240,000 - £249,999	0	0	0.0%
£250,000 - £259,999	1	0	0.0%

## Potential underlying causes of the gender pay gap

The Government is currently undertaking activities to understand some of the underlying causes.

In our 39 most senior Government of Jersey roles in tiers 1 and 2, although there are more men than women employed in this group, the women are in the roles that attract higher salaries, so the pay gap is negative towards male employees at this level. However, since this group is only 39 people, one or two higher or lower salaries can have a disproportionate impact on the average.

In general, though, the distribution of our workforce drives our mean and median figures and while our workforce is diverse, we do have a large number of female workers in lower pay grades.

Our initial conclusions about the difference overall and at lower tiers are:

- a high percentage of our part-time employees are women, and many of our jobs that are available on a part-time basis are lower-paid roles
- the workforce reflects societal gender occupational segregation, where women or men still predominately study for certain careers or apply for or occupy certain roles and professions. In the Government, we see this in our gender distribution within certain professions:
  - 71% of teachers are women
  - 65% of doctors are men
  - 84% of nurses and midwives are women
  - 62% of manual workers are men
  - 79% of prison officers 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 dependants 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.

## What the Government is doing to address the gender pay gap

The Government 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 organisational design

Our people strategy will explicitly address inequality and disparity throughout the Government through better organisational design, career structures and removing the barriers to equality.

Our data has shown that, while we have a higher proportion of female colleagues across all quartiles, the proportion of women to men is significantly higher at the lowest quartile (74% female).

We are able to use organisational design as a tool 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 women 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 steps we are taking to improve gender balance and diversity in our workforce include:

- working to create an inclusive culture, where difference is valued
- supporting flexible and agile working, through reviewing and changing related policies and working practices
- using structured interviews based on the criteria for the job for recruitment and promotions
- improving our offer of parental leave polices, to promote inclusivity for both men and women

- establishing an initiative called Inspiring Women Into Leadership (I WILL) sponsored by a female senior leader
- establishing a consistent performance management structure, which supports improved development, engagement and productivity
- developing leadership and colleague learning programmes and activities that are gender neutral and provide opportunities for all
- introducing talent and succession planning programmes that are gender neutral and support progression
- developing a coaching and mentoring framework to support development across the organisation
- 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
- undertaking further analysis to determine an action plan to improve gender balance.

Pay negotiations have allowed us to improve pay parity for the nursing pay group as we were aware of historic issues of pay inequality between equivalent grades in different pay groups, which we are addressing through differential pay offers.

In broad terms, this means that we have focused our higher pay increases to lower-paid groups, such as nurses, midwives and manual workers. This supports our aim to ensure pay parity but will also help to close the gender 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 supporting policies will also be reviewed, to ensure that we are supporting employees with caring and domestic commitments, by offering flexible working arrangements 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 'I WILL' initiative aims to increase the number of women in senior leadership positions and to develop opportunities for women to connect and network across the organisation. The initiative proposes not only to provide support and guidance to women, but to work towards making the Government of Jersey an employer of choice for women in the Island. As part of our wider mentoring offer a pilot mentoring scheme is in the process of being established by the group, with the full support of the Government's Corporate Strategy Board.

