

**Report**  
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# Gender pay gap report 2023

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## Foreword

At Energy Saving Trust our mission is to address the climate emergency. We are a leading and trusted organisation, dedicated to promoting energy efficiency, low carbon transport and sustainable energy use. We work with governments, businesses and individuals to address the climate emergency and deliver the wider benefits of clean energy as the UK transitions to net zero.

We invest in our people and culture. We're committed to creating an engaging, supportive and inclusive workplace for everyone and providing opportunities for development, training and growth.

As leader of people and organisation development, I would like to introduce our 2023 gender pay gap report. At Energy Saving Trust, everyone is paid for the role they have and for their performance in that role.

Energy Saving Trust has a gender pay gap, which means that men are paid more than women. This year both the median and mean pay gaps have decreased – the median pay gap from 9.11% to 8.99% and the mean pay gap from 19.30% to 13.94%. This is really good news to see slowly we are moving the dial to address the pay gap between men and women in the organisation.

The reason that both a median and mean pay gap still exist can be attributed to a few things these include the higher salaries earned by members of male-dominated IT and software development teams as well as the portion of men in high paying leadership and management roles across the organisation. The gap is also driven by the proportion of females in more senior roles vs junior roles rather than salary differences between men and women for similar jobs.

I remain committed to reducing the gender pay gap. In 2023 we gave our lowest paid employees a higher cost-of-living pay award (6.2% vs 5.1% for all other employees). We are a [real living wage](#) employer, meaning that all employees are paid the real living wage at a minimum.

The data published in this report was taken on the snapshot date of 5 April 2023 and I have verified the accuracy of this data.

### **Russell Newham**

Group Director of People and Organisation Development

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## Introduction

This guidance document is to support the reading and understanding of our annual gender pay gap report. We have produced a gender pay report since 2021, using snapshot data taken on 5 April each year.

### What is gender pay gap reporting?

In 2017 it became a legal requirement for public, private, and voluntary sector organisations with 250 or more employees to report annually on their gender pay gap. Reports must analyse employee data using six different measures (see table 1 in section 1.3 of the report), on a specified 'snapshot date' relevant to their sector and the information must be publicly available. Energy Saving Trust employs more than 250 people and is therefore required to comply with this law. As part of our reporting requirements, we have the option to include a narrative with our calculations. This allows us to explain some of the reasons for the results and give details about actions we have taken to date and plan to take to continue to tackle the gender pay gap.

If you after reading this report you would like to learn more about gender pay gap reporting and the set government guidelines that supports this process please refer to [Gender pay gap reporting - GOV.UK](https://www.gov.uk/guidance/gender-pay-gap-reporting).

### Gender pay gap vs equal pay

The **gender pay gap** is an internationally recognised equality measure of the position of women in the economy in comparison to men. It compares the difference in median hourly pay between women and men in an organisation.

**Equal pay** is related to men and women who do equal work receiving equal pay. Equal work is work that equal pay law classes as the same, similar, equivalent or of equal value. Equal pay is a legal requirement.

The gender pay gap is the result of a combination of economic and social factors that come together to reduce the earning capacity of women across their lifetime. For example, the unequal division of caring responsibilities within the household means that more women than men work part-time jobs. Another factor is the impact of gender stereotypes that result in sectoral and occupational segregation. Sectoral (also known as horizontal) segregation is where most women work in sectors where pay is much lower, e.g., caring, leisure, than in sectors where more men work

e.g., skilled trades, STEM subjects (science, technology, engineering, and mathematics). Occupational (also known as vertical) segregation is the distribution of career positions; women predominate in jobs in the bottom of the career ladder. Closing the gender gap goes far beyond ensuring equal pay.

## Reading the report

The **mean** figure represents the sum of total pay divided by the total number of people who are in that category (either male or female for our data sets used here. Please refer to section “**Terminology relating to sex and gender**” for explanation on this categorisation). This figure can be skewed by a small number of highly paid individuals.

The **median** figure represents the figure in the middle of the data set when it is sorted from smallest to largest amount for each category (either male or female for our data sets used here). This is the figure usually used in gender pay reporting, because it provides a more accurate view of typical average earnings than the mean figure, due to not being disproportionately skewed by salaries at the upper end of a pay scale.

## Glossary

- **Full-pay relevant employees** are employees as of the snapshot date (see section 1.4 below for explanation) that received their full pay with no deductions in the pay period of the snapshot date, including part-time employees.
- **Relevant employees** are employees who were employed on the snapshot date, including employees on leave.
- **Gross pay** is an employee’s total salary before any taxes or deductions are taken out.
- **Quartiles** are four equal groups into which a data set can be divided by a particular measurement. For gender pay gap reporting we sort the data from highest to lowest hourly pay then divide this into four equal quartiles which are called upper, upper middle, lower middle, and lower. For example, if your hourly pay is in the top 25%, you will be in the upper quartile.
- **Pay period** is a recurring length of time over which employee working time is recorded and paid for. Examples of pay periods are weekly, monthly etc. At Energy Saving Trust our pay periods are monthly.



To read more about how the government defines full-pay relevant, relevant employees, and quartiles please follow this link: [The gender pay gap data you must gather - GOV.UK](#).

## Table 1: The six measures of gender pay gap

<b>Mean gender pay gap</b>	The difference between mean hourly rate of pay of full-pay relevant employees who are men and that of full-pay relevant employees who are women.
<b>Median gender pay gap</b>	The difference between the median hourly rate of pay of full-pay relevant employees who are men and that of full-pay relevant employees who are women.
<b>Mean bonus pay gap</b>	The difference between the mean bonus paid to relevant employees who are men employees and that paid to relevant employees who are women.
<b>Median bonus pay gap</b>	The difference between the median bonus paid to relevant employees who are men and that paid to relevant employees who are women.
<b>Bonus proportions</b>	The proportions of men and women relevant employees who were paid bonus pay during the relevant period
<b>Quartile pay bands</b>	The percentage of men and women full-pay relevant employees within four equal sized groups of employees based on their hourly pay. These four groups are categorised as the lower, lower middle, upper middle and upper quartile pay bands.

Each of these measures gives us a slightly different take on our gender pay gap and the detail of each provides relevant context as well as a measure of progress made year on year.

## Terminology relating to sex and gender

For the purposes of this report, the categorisations of **male** and **female** refer to the legal sex/gender recorded for all colleagues on Selima (and now iTrent), as required by HMRC. Legal sex/gender refers to the legally recognised sex/gender recorded on an individual's birth certificate, which can currently only be recorded using the binary options of male or female.

We know that this is problematic, as it means that colleagues whose

gender identity does not align with that recorded on their birth certificate are not being accurately represented and counted. For example, this may affect some of our trans and non-binary colleagues.

We are now addressing this issue by collecting data on employee's gender (identity), as opposed to only their legally recognised sex/gender (which HMRC requires us to collect). We intend to use data on gender (identity) to inform gender pay gap analyses and reporting from 2024 provided enough people have completed this data in iTrent by the date of the snapshot.

For the purposes of this report, we often use '**men**' to refer to those recorded on iTrent as '**male**' and '**women**' to refer to those recorded as '**female**.' We know this not always accurate and that sex and gender are not the same. We do this to make the report more readable and to reflect the context of this being a gender pay gap analysis.

## What do the percentages mean?

- A positive percentage figure reveals that typically, or overall, employees who are women have lower pay or bonuses than employees who are men (which most employers are likely to have)
- A negative percentage figure reveals that typically, or overall, employees who are men have lower pay or bonuses than employees who are women (which some employers may have)
- A zero-percentage figure would reveal no gap between the pay or bonuses of employees who are men and employees who are women. This is highly unlikely but could exist for a median (midpoint) gender pay gap where a lot of employees are concentrated in the same pay grade).

## Method: how do we produce the gender pay gap report?

5 April each year is Energy Saving Trust's 'snapshot' date and forms the basis of our report. On this date we review how many relevant employees we have and of these how many are categorised as full-pay relevant employees.

Using this data, we collate figures for:

- Gross ordinary pay: this includes basic pay, paid leave pay, temporary responsibility allowances and car allowances.
- Bonus or commission payments made in the 12 months before the snapshot date.

As per government guidance, we use full-pay relevant employees for the calculations of mean pay gap, median pay gap and the quartile pay bands and relevant employees for the calculations of mean bonus pay gap, median bonus pay gap and bonus proportions.

We compare our reports with the previous year(s) data to identify trends, improvements and areas requiring improvement.

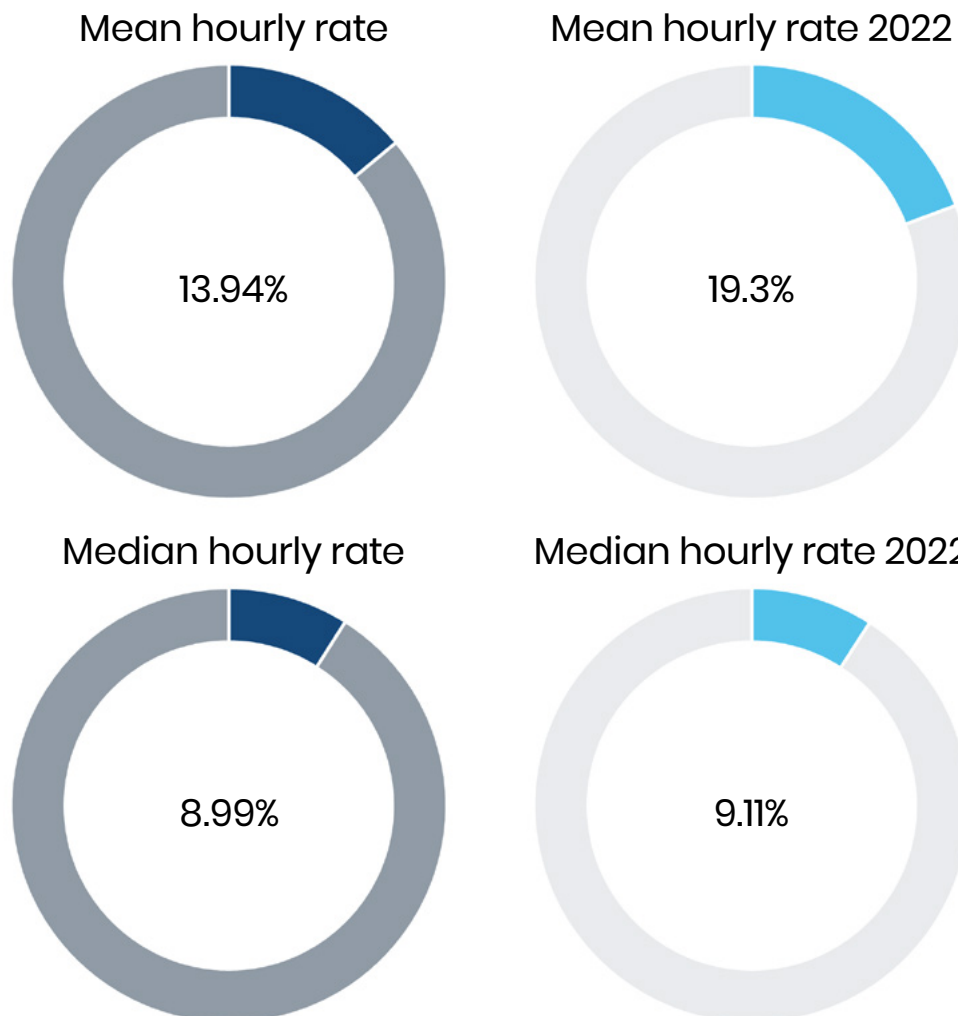
## **Where does this information go?**

Organisations have 12 months from their snapshot date to publish their gender pay gap information on the government portal, meaning that Energy Saving Trust must publish before 4 April on the year after the snapshot date. [Use the government website](#) to find out our gap and other organisations.



## Data and narrative

### Hourly pay gap



**The mean hourly pay gap is 13.94%.** This means that on average, men at Energy Saving Trust are paid 13.94% more than women. Therefore, on average for every £1 a man earns at Energy Saving Trust, a woman earns 86p. In 2022, the mean hourly pay gap was 19.3%.

**The median hourly pay gap is 8.99%.** This means that when comparing middle point pay men at Energy Saving Trust are paid 8.99% more than women. Therefore, for the middle point pay for every £1 a man earns at Energy Saving Trust, a woman earns 91p. In 2022, the median hourly pay gap was 9.11%

The mean hourly pay gap has **reduced by 5%** vs last year, as a direct result of giving higher cost-of-living pay awards to our lowest paid employees for two years running and from 1 April 2023 bringing all employees to the [real living wage](#). This has an impact as this has been raising the lowest paid

salaries but more than the highest paid salaries. This positively impacts the gender pay gap average because we have more women than men in our lower paid roles and more men than women in the higher paid roles.

The median hourly pay gap has **reduced by just 0.12%**, because middle point pay takes longer and more significant changes in an organisation to show demonstrable impact. This is impacted by higher pay in male-dominated IT and software development teams, as well as a slight increase in the proportion of men in our senior leader team. There are also more men than women in our senior management team and on the snapshot date more men than women were line managers. Each factor on a standalone basis has a relatively small impact on the gender pay gap, but when put together they make a bigger impact.

Overall, the mean hourly pay gap and median hourly pay gap data shows that there is a gender pay gap: men are paid more than women.

## Hourly pay quartiles

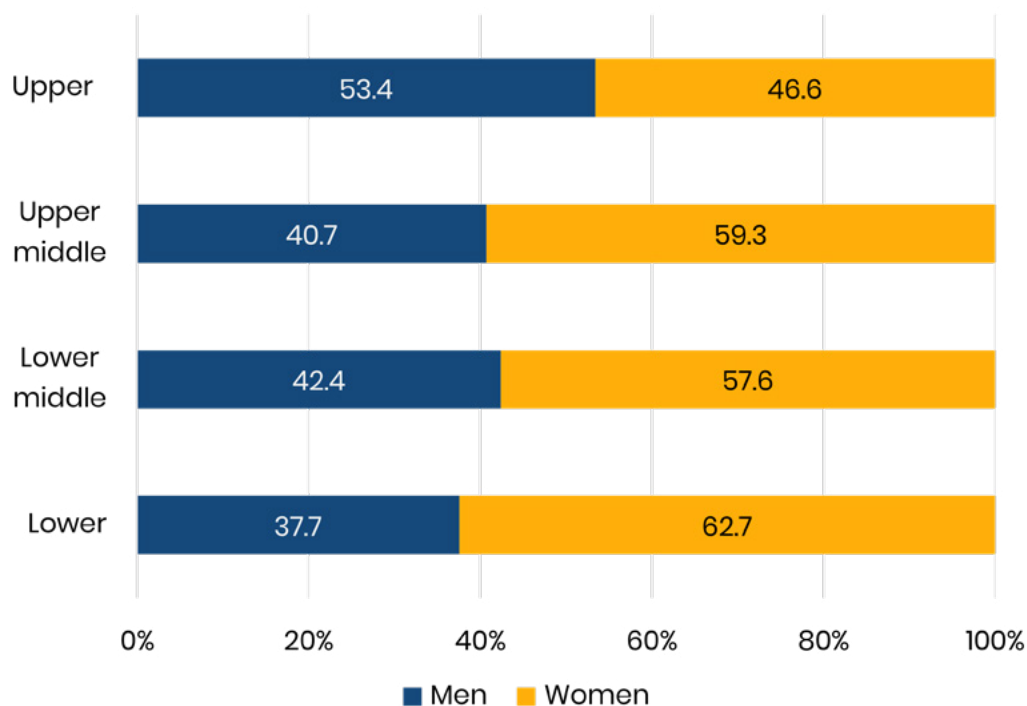
On the snapshot date of 5 April 2023, our full-time relevant employees were made up of 43.4% men (205) vs 56.6% women (267).

Here, we split our employees into quartile bands based on their hourly pay. The upper quartile represents the top 25% highest paid employees in the organisation and the lower quartile represents the 25% lowest paid employees.

The data illustrates that there is a significant difference in gender split in our lower quartile. This means at the snapshot date there were significantly more women than men in the lower paid roles in the organisation.

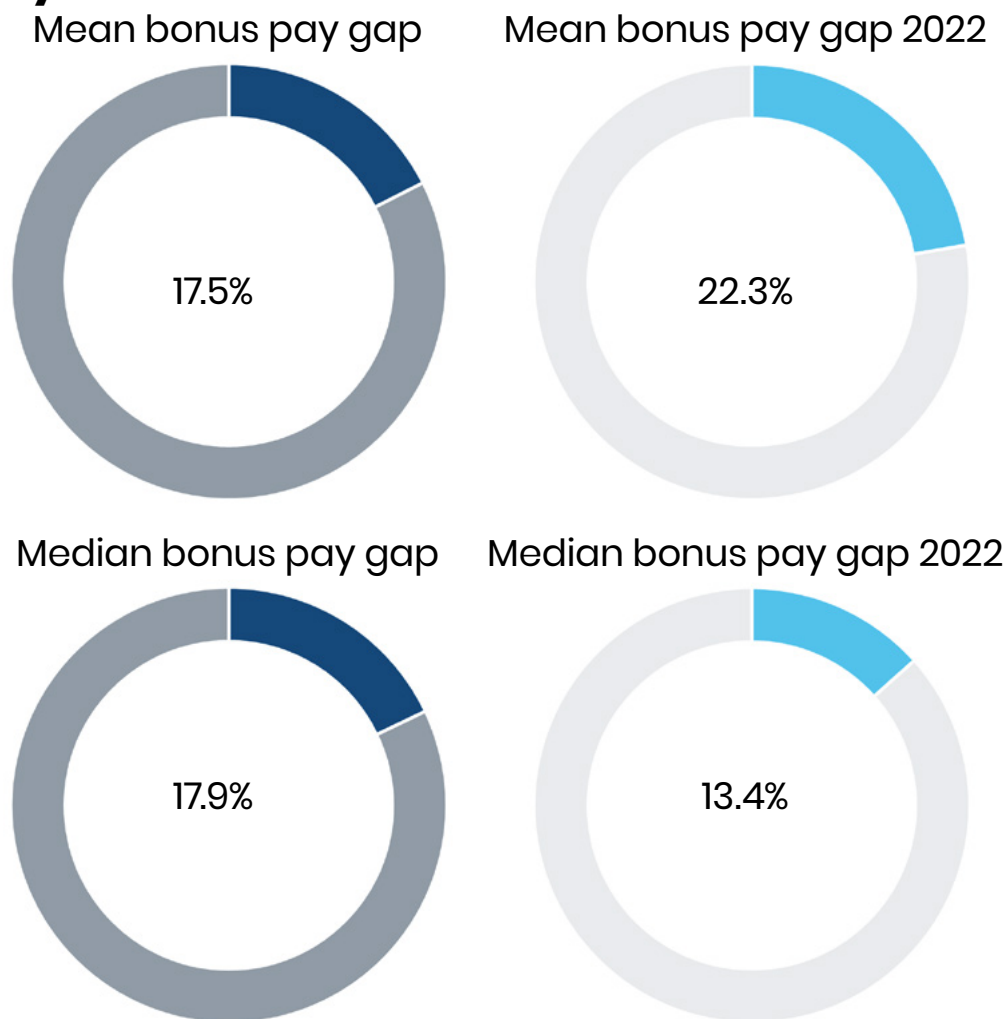
The data shows that over the last 3 years this gap has widened each year with the biggest drop in men in these lower paid roles occurring this year. This means we have recruited or retained more women in these roles than men in the 12 months from April 2022 – April 2023.

All these elements of salary, commission and bonuses are included in the calculation of the hourly pay gap shown in this report.



Quarter	2022		2021	
	Men	Women	Men	Women
Upper	56%	44%	41%	59%
Upper middle	47%	53%	51%	59%
Lower middle	32%	68%	44%	56%
Lower	46%	54%	49%	51%

## Bonus payments



Bonus payments include bonuses and commission schemes for business development managers. Bonus payments are paid on a percentage ratio based upon performance ratings.

In accordance with the Government's reporting requirements, the relevant period for bonus payments is within 12 months prior to the snapshot date of 5 April. Therefore, the data here is for bonuses paid in June 2022 and for commission paid between 6 April 2022 and 5 April 2023.

The proportion of men and women receiving payments is similar, with 54.2% of men receiving a bonus vs 58.1% of women in the year. In 2022, 61% of men received a bonus vs 62% of women.

There is a gender pay gap in bonus payments, because men got paid higher bonuses than women in June 2022. Of the top 50 highest bonus payments, 28 went to women and 22 went to men but on average men earned just under 20% more in bonus payments than women. Although the

mean bonus pay gap has decreased this year by just under 5%, the median gap has increased by just under 5%. Through our moderation process, we ensure that performance ratings are awarded consistently and fairly across, gender, job family and team.

## Action plan

We continue to be committed to reducing the gap as much as possible over the coming years. In 2024/25 we make the following commitments, in line with our four people strategy pillars:

Area	Action	How this will help reduce the gender pay gap
<b>Attract</b>	<ol style="list-style-type: none"> <li>Inclusive recruitment strategy, with training for all recruiting managers and employees regularly involved in the recruitment process.</li> <li>Becoming an accredited disability confident employer.</li> <li>Updated employee value proposition and benefits review to provide a more inclusive and accessible employee experience and benefits</li> </ol>	<p>Inclusive recruitment training and understanding for those involved in the selection process could improve the number of women being interviewed for positions in men-dominated industries such as IT and software development teams and management roles.</p> <p>Selling our benefits of flexible working and paid special leave at all levels of roles can encourage more women to apply for management roles, as it is women who are predominantly in the carer roles and having flexibility would support them.</p>
<b>Engage</b>	<ol style="list-style-type: none"> <li>All managers will complete the leadership and management programme and introduction to coaching course by the end of 2025.</li> <li>Annual engagement survey, followed by departmental listening groups and targeted action plans to respond to what our people need.</li> </ol>	<p>Managers will have the skills and expertise to better support, coach and guide their people and their personal growth, which will support retention, engagement and succession. We would believe given our workforce is more women that this would mean more women are actively listened to in terms of their needs and responded to, ensuring their success in their roles and future leadership roles.</p>
<b>Develop</b>	<ol style="list-style-type: none"> <li>L&amp;D strategy and roadmap, which includes: <ul style="list-style-type: none"> <li>All employees having a personal development plan and clear objectives to understand how they can grow and develop each year</li> <li>Skills gap mapping</li> <li>Targeted catalogue of training opportunities for future leaders</li> </ul> </li> </ol>	<p>Creation of clear career paths for all employees, equipping them with the skills and knowledge to pave their way.</p> <p>With a more women than men in our organisation we would hope this would give more women in management, senior management and leadership roles in the future.</p>
<b>Retain</b>	<ol style="list-style-type: none"> <li>Gender pay gap data will be shared monthly with the senior leadership team in a condensed form as part of their metrics pack</li> <li>Clear succession planning process, used consistently by all managers and leaders by the end of 2025.</li> </ol>	<p>Discussing gender pay data on a regular basis will more likely lead to regular actions and follow up at a senior level.</p> <p>In succession planning we can highlight women with potential and put in place a career path to those senior roles where they would normally take on roles with less responsibility due to childcare commitments.</p>



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