



GENDER PAY GAP REPORT 2023

100 YEARS OF CAF



ABOUT CAF

The Charities Aid Foundation (CAF) exists to accelerate progress in society towards a fair and sustainable future for all. Over the last 100 years, we have led the way in developing innovative approaches to giving, distributing over £1 billion to charities around the globe annually.

As a leading charity operating in the UK and internationally, we work at the centre of the giving world. Through our financial services, fundraising tools and strategic insights, we enable charities to strengthen their resilience and do more of the great work they do. We partner with people and businesses to connect them to our global charity network, providing in-depth sector expertise, governance support, and flexible tailored giving solutions to help them maximise their impact. Via our research, policy and campaigns work, we also understand and influence the wider environment for charities and donors across the UK and beyond.

Our past has shown us that we can only accelerate social progress through working together. By bringing charities and donors closer and breaking down borders to giving, we can drive real change in the global communities that mean the most to us.

Together, we give more.

TOGETHER BUILDING OPPORTUNITY

At CAF, every employee's voice matters, and every individual has a say in how we build our organisation, and culture, to be the best it can be for the future. We know that the more diverse and inclusive our organisation becomes, the more creative, effective and impactful we will be. Together, our aim is for our workforce to represent the society we serve, and we have embarked on an ambitious journey with our colleagues to achieve this.

We want to attract, retain and develop the best of talent at all levels, establishing our organisation as an employer that is well-known for high-performing, purpose-driven people from all backgrounds.

WHAT OUR 2023 ANALYSIS TELLS US

Analysing data from the 'Full Pay Relevant Employees group', which comprises employees in post on 5 April 2023, receiving their usual full basic pay on this 'snapshot' date's pay period, we found that administration and support-type roles in CAF were mostly carried out by women. These total 57.1% of roles, and of these, 71.7% were occupied by women. This is a higher percentage compared to the overall female ratio of 64.1%. It also compares to roles that were primarily managerial, technical or professional (42.9% of roles), with 46.0% of these occupied by men.

In summary, men are over-represented in managerial roles, and women are over-represented in administrative and support roles, compared to the organisation's overall ratio of women to men. This trend is also demonstrated in the pay quartiles data.

WHAT WE'RE DOING TO REDUCE OUR GENDER PAY GAP AT CAF

CAF is committed to achieving the ambition of meeting the UK pay gap norms for both median and mean (as demonstrated in Figure 1), through the ongoing improvement of our own practice and reward principles.

As part of this, we're working to reduce our gender pay gap through continuous action to:

- Identify and monitor the issues and barriers causing our gender pay gap, so we can target the right interventions to address it.
- Find positive ways to improve levels of reward to the lowest-paid roles within the UK Foundation, (which includes a greater proportion of women).
- Strengthen our attraction and recruitment practices to ensure equity, transparency and fairness in all matters.
- Design interventions that support incremental gender pay improvement as part of the Group's diversity, equity, inclusion and belonging programme, which is currently being formed for initial delivery in 2024/25.
- Further develop our recruitment, talent management and career development practices to actively promote and deliver opportunity for all talented people within our organisation.
- Train colleagues around unconscious bias, to increase awareness and strengthen inclusivity, diversity and belonging across our workforce.
- Ensure our future reward framework drives and delivers equity of pay, to attract and retain a diverse workforce.
- Improve and create opportunities across all roles.
- Commit to minimise career obstacles for working parents, given that caring responsibilities are typically biased towards women.



GENDER PAY REPORTING

The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 require us to carry out Gender Pay Reporting.

THERE ARE SIX CATEGORIES WE HAVE TO REPORT:

1. MEDIAN GENDER PAY GAP

The difference between the median hourly rate of pay of male full pay relevant employees and that of female full-pay relevant employees.

2. MEAN GENDER PAY GAP

The difference between the mean hourly rate of pay of male full pay relevant employees and that of female full-pay relevant employees.

3. MEDIAN BONUS GAP

The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees.

4. MEAN BONUS GAP

The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees.

5. BONUS PROPORTIONS

The proportions of male and female relevant employees who were paid bonus pay during the relevant period.

6. QUARTILE PAY BANDS

The proportions of male and female full pay relevant employees in the lower, lower-middle, upper-middle and top quartile pay bands.

The gender pay gap is the difference between the average pay of men compared to the average pay of women within an organisation, across all levels of the business.

In practice, this means that if women do more of the less well-paid jobs in that organisation, the gender pay gap is usually bigger.

Equal pay is the legal requirement for men and women to be paid the same for performing the same work, or work of equal value.

‘Relevant employees’ are employees in post on the ‘snapshot’ date, 5 April 2023, who either:

- have a contract of employment, or
- are self-employed, where they must perform the work themselves.

‘Full pay relevant employees’ are those from the ‘Relevant employee’ group who were on their usual full basic pay on the ‘snapshot’ date’s pay period, i.e. their pay was not reduced due to absence.

To complete this report, we have used the necessary methodologies from the data as specified in the regulations. The report sets out our position on 5 April 2023, the ‘snapshot’ date.

OUR GENDER PAY GAP FOR 2023



On 5 April 2023, CAF had 586 UK-based employees (207 men and 379 women) equating to 35.3% men and 64.7% women. These employees are defined in the regulations as ‘Relevant Employees’ given they were employed by CAF or carrying out work on the ‘snapshot’ date.

To comply with the gender pay gap regulations, the data of ‘Relevant Employees’ who were on full pay for the specified period, was used to produce CAF’s gender pay gap average and quartile information. There were 557 employees in this category (200 men and 357 women) equating to 35.9% men and 64.1% women. The regulations define this group as ‘Full Pay Relevant Employees’. Of the 557 employees in this group, 57.1% were in support and administration type roles, and 71.7% of these were female. This is a slight increase from 2022, when there were 55.7% roles in this category – of which 71.6% were held by women.

The gender pay gap is defined as the difference between the median and mean hourly rate of pay that male and female ‘Full Pay Relevant Employees’ receive. CAF’s gender pay gap for 2023 was 27.8% median average and 25.6% mean average.

The median pay gap is the difference between the midpoints in the ranges of hourly earnings of these men and women. CAF’s median gap of 27.8%, indicates a wider gap compared to a UK median of 14.3% in favour of men.¹ The mean pay gap is the difference between the average hourly earnings of these men and women. CAF’s mean gap of 25.6%, indicates a wider gap compared to a UK mean of 13.2% in favour of men.²

Figure 1 reflects CAF’s median and mean pay gaps with 2023 data from the Office of National Statistics (ONS) for comparison. The data includes full-time and part-time employees.

1 Office of National Statistics (ONS) - Annual Survey of Hours and Earnings (ASHE) gender pay gap tables
2 Office of National Statistics (ONS) - Annual Survey of Hours and Earnings (ASHE) gender pay gap tables

Figure 1: Comparison between CAF’s 2023 median and mean pay gap, and 2023 data from ONS

ORGANISATION/SOURCE	CATEGORY	MEDIAN	MEAN
CAF		27.8%	25.6%
ONS ASHE gender tables	All sectors	14.3%	13.2%
ONS ASHE gender tables	Other including charity	8.5%	9.1%
ONS ASHE gender tables	Other including banks	33.4%	23.3%
ONS ASHE gender tables	Office admin & support (including call centres)	17.7%	16.8%



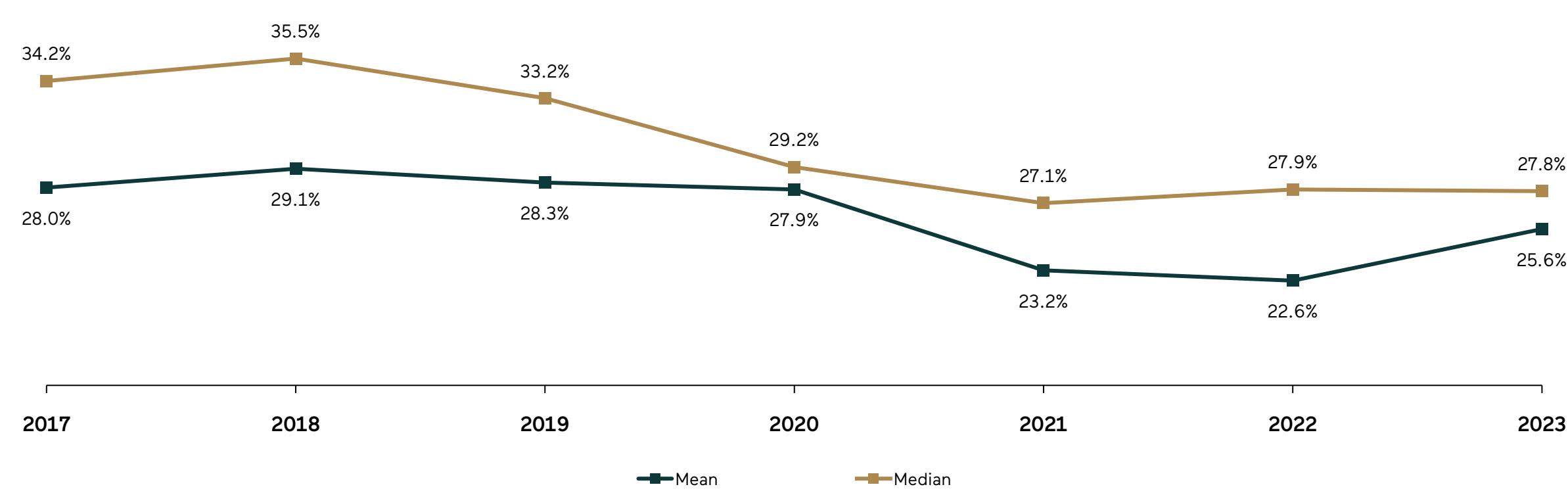
We first started reporting our gender pay gap in 2017. The mean and median averages are tracked in Figure 2:

Figure 2: CAF’s median and mean pay gap tracked from 2017, our first year of reporting, to 2023

GENDER PAY GAP	2023	CHANGE FROM 2022	2022	CHANGE FROM 2021	2021	CHANGE FROM 2020	2020	CHANGE FROM 2019	2019	CHANGE FROM 2018	2018	CHANGE FROM 2017	2017
Mean	25.6%	+3.0%	22.6%	-0.6%	23.2%	-4.7%	27.9%	-0.4%	28.3%	-0.8%	29.1%	1.1%	28.0%
Median	27.8%	-0.1%	27.9%	0.8%	27.1%	-2.1%	29.2%	-4.0%	33.2%	-2.3%	35.5%	1.3%	34.2%

For 2023, there was a 3.0 percentage point increase in the mean average and a 0.1 percentage point decrease in the median average when compared to 2022. When comparing 2023 to 2017, there was a 2.4 percentage point decrease in the mean average and a 6.4 percentage point decrease in the median average.

Figure 3: Gender Pay Gap year comparisons

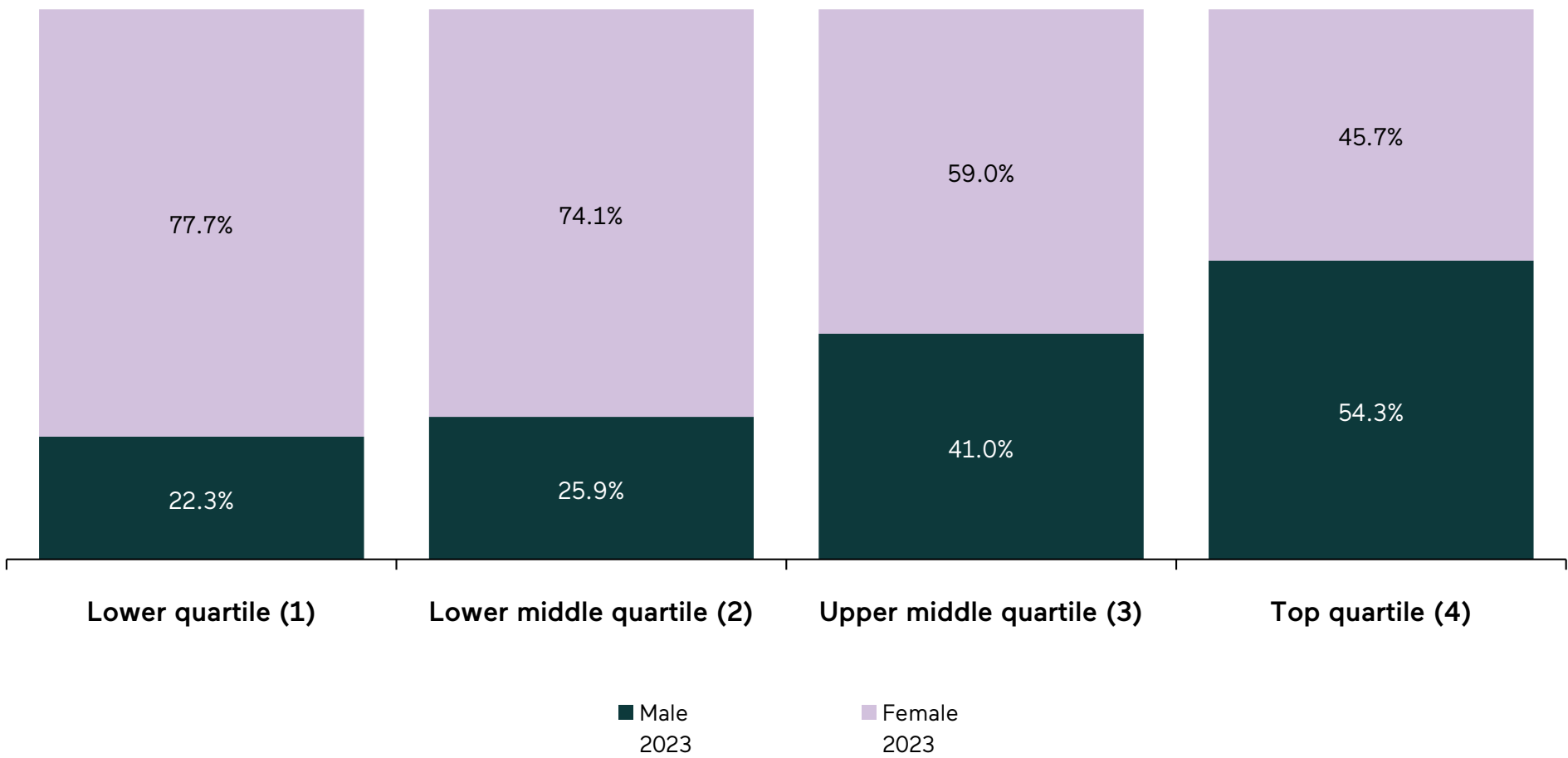




OUR PAY QUARTILES

CAF’s pay quartile information is calculated by dividing ‘Full Pay Relevant Employees’ into four equal groups ordered from the lowest- to the highest-paid. The proportion of male and female employees in each of the quartiles is demonstrated in Figure 4.

Figure 4: The proportion of male and female Full Pay Relevant Employees across CAF pay quartiles





OUR BONUS GAP

The bonus gap is derived by looking back at bonuses paid in the 12 months preceding the ‘snapshot date’ (5 April 2023). Both the mean and median bonus gap averages are reportable as well as the percentage of males and females from the ‘Relevant Employee’ group who received a bonus.

During the defined period for 2023, a bonus was paid to a small group of employees as part of a historical contractual arrangement that has subsequently ceased. Apart from this small group, CAF did not pay any other bonuses in the defined period. In previous years, CAF has paid a discretionary bonus to qualifying employees based on individual performance and grade. Figure 5 shows CAF’s 2023 bonus gap.

Figure 5: Analysis of the CAF bonus gap from 2017, our first year of reporting, to 2023

BONUS GAP	2023	2022	2021	2020	2019	2018	2017
Mean	3.5%	n/a	n/a	27.7%	22.2%	35.7%	42.5%
Median	47.4%	n/a	n/a	33.3%	8.3%	20.0%	33.3%
% of men who received a bonus	1.0%	n/a	n/a	67.3%	61.8%	54.3%	55.6%
% of women who received a bonus	0.8%	n/a	n/a	57.0%	51.5%	44.8%	47.7%

I confirm the accuracy of the data reported.

DAVID JESSOP
Group People Officer

28 March 2024

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