

Gender Pay Gap Report 2023



Love God
Love Others

Introduction

The Salvation Army is an employer required to undertake a Gender Pay Gap Report under the Equality Act 2010 Gender Pay Gap Information Regulations 2017.

Through every aspect our mission we care for people, and through our priorities of Sharing the good news, Serving others without discrimination, Nurturing disciples of Jesus, Caring for creation and Seeking justice and reconciliation, we endeavour to have a fairness for all.

What is gender pay gap reporting?

Gender pay gap reporting compares the average hourly earnings of male and female employees within an organisation. Since 2017 UK government regulations require all employers with 250 or more employees to publish gender pay gap information based on snapshot data from 05 April each year to cover the following six metrics:

The difference in the mean full-time equivalent pay of men and women, expressed as a percentage	The difference in the median full-time equivalent pay of men and women, expressed as a percentage	The percentage split between male and female employees in each of four pay band quartiles
The proportion of men and women who received bonus pay	The difference in the mean bonus pay of men and women, expressed as a percentage	The difference in the median bonus pay of men and women, expressed as a percentage

GENDER PAY GAP vs 'EQUAL PAY'

The gender pay gap is not the same as gender-based pay inequality (usually referred to as 'equal pay')

Equal pay means that men and women in the same employment performing equal work must receive equal pay. That is a legal obligation as set out in the Equality Act 2010.

Our pay and grading system enables all our employees at the same grade to be paid equally for the same or similar work, regardless of gender.

The gender pay gap is a measure of the difference between men and women's median earnings across an organisation or the labour market. It is expressed as a percentage of men's earnings.

Our gender pay gap metrics 2023

Based upon data taken from our April 2023 payroll, we are reporting a **mean gender pay gap** of **11.6%** and a **median gender pay gap** of **3.4%**

The Salvation Army employees do not have an opportunity to earn bonuses and therefore the mean gender bonus gap is **0%** and the proportion of male and female employees in The Salvation Army receiving a bonus is **0%**

The gender distribution for full-pay relevant employees included in this report is:

- **67.4%** females
- **32.6%** males



Government guidance says that "in cases where the employee does not self-identify as either gender, an employer may omit the individual from the gender pay gap calculations".

Our workforce has been divided into four equal-sized groups based on hourly pay rates to give the pay quartiles shown below:

Proportion of quartile positions by gender

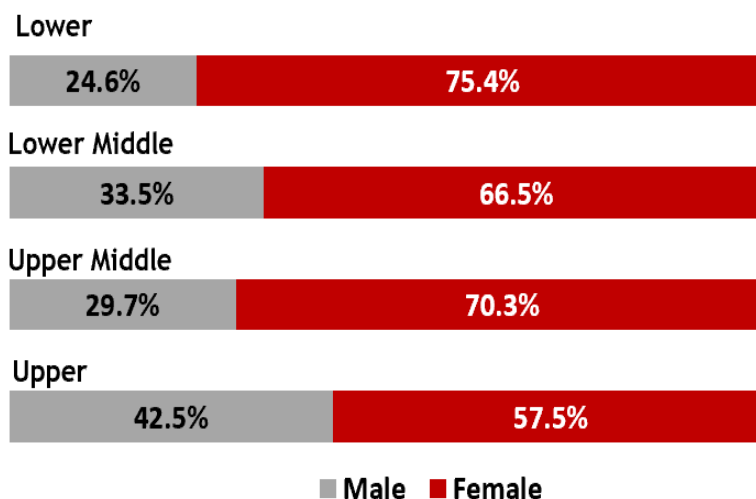


Figure 1: Our 2023 pay quartiles

Our gender pay gaps - analysis

Mean pay gap

Our 2023 mean pay gap of 11.6% represents a 1.1% reduction from 2022. This is the second consecutive year that our mean pay gap has decreased. We have previously expressed the expectation that our mean pay gap will continue to fluctuate at a similar level. This is due to ongoing consistency in the demographic makeup of the organisation, i.e. an employee population that is majority female, with a disproportionately high percentages of female employees in our lower pay quartiles.

Median pay gap

Our median pay gap has decreased by 11% to 3.4%. This is due in part by the decision of the Salvation Army to pay no less than the UK Real Living Wage to all employees, with effect from 01 April 2023. This led to salaries of employees working in roles in our lowest pay quartiles, who are predominantly female, receiving higher-than-normal percentage increases in pay. In 2023 our median pay for females increased by almost 12%, while the median pay rate for our male employees rose by just over 7%. This has led to the positive impact upon our median gender pay position.

In addition, last year we concluded that the increase to our median pay gap was due to an unusually high increase in the number of females working in roles within in our lowest two pay quartiles (nearly 120 additional female employees across the two quartiles). We have noted in previous reports that reducing our median pay gap would require a lower percentage of female employees in both our lower and lower middle quartiles and a higher percentage of females in both our upper middle and upper quartiles. In 2023, the number of male employees in our lowest quartile has increased by 2% and in our lower middle quartile by 1%, (an increase of 68 individual employees across the two quartiles). This has also led to the improvement in our overall position.

The National Position

The Office for National Statistics is reporting the UK wide median pay gap of 14.3% for 2023. The Salvation Army is comparing favourably against the national position.

Why does The Salvation Army have a gender pay gap?

The Salvation Army's gender pay gap continues to be the result of the differing roles in which men and women work within the organisation and the salaries these roles attract. We continue to employ a far higher proportion of female employees in our lower paid roles, these are roles that are traditionally female dominated, such as care and domestic roles.

These causes continue to underpin gender pay gaps across the UK economy as a whole. Men are more likely than women to be in senior roles, women are more likely than men to be in lower paid care and domestic roles, men are more likely to be in technical roles attracting higher rates of pay, women are more likely than men to have had breaks in their career and are more likely to work part-time in lower paid roles.

The Salvation Army continues to be committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability.

Our commitments to Gender pay improvement

We will consistently strive to ensure that all initiatives aimed at reducing our gender pay gap will align with the principles outlined in our [Valuing People Framework](#), our [Fiscal Stewardship Principles](#) and our [Equality, Diversity and Inclusion Policy](#)

Flexibility

The Salvation Army will continue to remain committed to our flexible working approach and ensure practices and policies are updated where appropriate. Flexible working encourages both female and male employees to adopt a more balanced working pattern without having to sacrifice family commitments.

Family friendly provision

Prior to the next gender pay gap report (2024) we will have implemented our enhanced family friendly provision. This will ensure that employees taking a period of time away from work to following the arrival of a child, by whatever means, are better supported financially. We hope that this will give both parents greater choice in their decisions regarding returning to work.

A reason often cited as a contributing factor to the national gender pay gap is that traditionally, it is women who take time out of their career to have children and care for their family. We hope our new family friendly provision will encourage a greater uptake of shared parental leave, enabling women to maintain a closer connection with career if they wish, and enable partners to take time out of their careers.

Further Reporting

In line with the Equality Act 2010 Gender Pay Gap information regulations 2017, The Salvation Army will continue to produce the annual gender pay gap report. We will also explore the provision of further analysis such as career progression statistics for

each gender. It has been established there are a higher number of women in our lower paid roles and we hope that analysing career and pay progression will provide insight into why women are underrepresented in our higher paid roles. This action will allow the Salvation Army to show our commitment to equality and mitigate risks of the pay gaps increasing in future.

We will also begin to explore our pay gaps relating to other protected characteristics under the Equality Act 2010, such as, Disability, Ethnicity and Age

Focus on working families

We will continue to build upon our work with the organisation Working Families, measuring ourselves against current best practice and identifying areas where future activities should be targeted. Through this work, we hope to make our roles more appealing to all, by ensuring that a culture of flexibility has become embedded in how we operate.

This report has been prepared in line with The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and was approved by the Salvation Army Territorial Operations Board in March 2024.

I, Lieut-Colonel Beverley McCombe, Secretary for Personnel, confirm the information in this statement is accurate.

Signed

A handwritten signature in black ink, appearing to read "Beverley J. McCombe". The signature is written in a cursive style with a large initial 'B'.

Date 25/3/24

