

# GENDER PAY GAP REPORT

SSAFA, the Armed Forces charity is required by law to publish an annual gender pay gap report. This report is for the snapshot date of 5 April 2020.

## ABOUT SSAFA

Our services can be divided into four categories:

- Welfare advice and support
- Community health and social care services
- Specialist services such as a mentoring scheme for wounded, injured and sick service men and women returning to civilian life
- Services for children and families including an adoption service for military families, housing and support for families with additional needs and disabilities

Further information on the services we offer can be found on our website:

**[ssafa.org.uk/about-us/how-we-help](https://ssafa.org.uk/about-us/how-we-help)**

SSAFA employed 386 full pay relevant employees and bank workers worldwide on the snapshot date. The workforce has been around 75% female and 25% male for five years and this year changed to 71% female and 29% male.

## GENDER PAY GAP DATA

- The median gender pay gap is 1.73%. The table below displays the declining median gender pay gap over the last four years.

REPORTING DATE	MEDIAN GENDER PAY GAP
April 2017	13.16%
April 2018	9%
April 2019	4.73%
April 2020	1.73%

- The mean gender pay gap is 14.34%
- The median gender bonus gap is 0%
- The mean gender bonus gap is 0%
- The proportion of female employees receiving a bonus is 0% while the proportion of male employees receiving a bonus is 0%.
- The table below displays the proportion of males and females within each of the quartile pay bands.

QUARTILE	MALES	FEMALES
Lower	27.37%	72.63%
Lower Middle	26.80%	73.20%
Upper Middle	27.08%	72.92%
Upper	32.65%	67.35%

The figures set out above have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

## HOW DOES SSAFA'S GENDER PAY GAP COMPARE WITH THAT OF THE NATIONAL AVERAGE?



The national median gender pay gap (according to the 2020 ONS ASHE figures) is 15.50%. At 1.73%, SSAFA's median gender pay gap is considerably lower.

This is very positive news for SSAFA. Our interventions have contributed to the steady reduction of the median gender pay gap over the last four years.

The national mean gender pay gap (according to the 2020 ONS ASHE figures) is 14.60% while SSAFA's mean gender pay gap is a little lower at 14.34%. It should be noted that SSAFA's mean gender pay gap has reduced significantly year on year from 27.4% in April 2017 and we anticipate that with continued action it will maintain a downward trajectory.

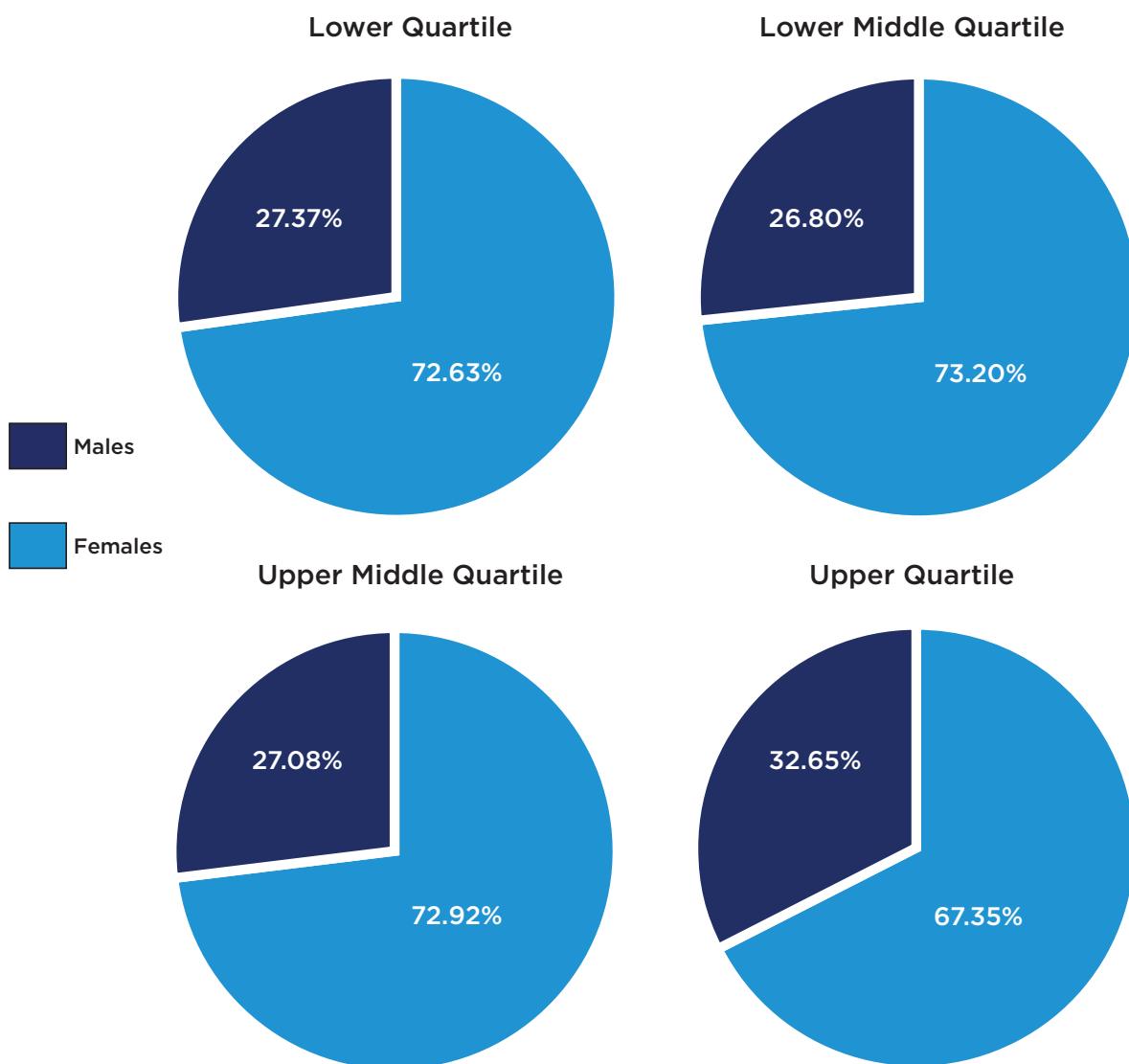
While we are required to report on both the median and mean pay gaps, it should be noted that the mean measure can be influenced by the existence of outliers and so use of the median is preferable.

Bonus payments were stopped in 2017, therefore the bonus gender pay gap is 0%.

### PAY QUANTILES

We are pleased that there has been an increase in the number of women fulfilling roles at senior manager and director level, roles which attract a higher salary.

The graphs below represent the proportion of full-pay men and women in each of the four quartile pay bands. They show SSAFA's workforce divided into four equal-sized groups based on their hourly rates of pay, with the lower quartile including the lowest-paid 25% of employees and the upper quartile covering the highest-paid 25%.



In order for there to be no gender pay gap, the ratio of men to women should be the same in each quartile, and ideally reflective of the proportion of men and women in the overall workforce. The upper quartile remains the anomaly, with slightly more males than in the other quartiles. However, compared to previous years it is evident that we are nearing an equal distribution across the quartiles.

**WHAT HAS LED TO A LOW MEDIAN GENDER PAY GAP AT SSAFA?**

Our confidence remains that we do not pay men and women differently for the same or equivalent work. Salaries are decided based on the value of the role, market rates and the available budget. Job adverts contain spot salaries or maximum pay rates which are not negotiable. This is not only essential to stay within budget, but it also removes the ability for males to negotiate more favourable salaries than females.

The structure of the organisation has changed significantly over the last few years, particularly in the community health and social care area, as we refocus our work to meet the changing needs of our beneficiaries. SSAFA’s gender pay gap has been affected positively as a result of our robust remuneration policy, removing higher paid health care roles traditionally occupied by men, as well as pro-actively identifying and re-evaluating salaries for roles which have grown in value.

## **WHAT IS SSAFA DOING TO FURTHER CLOSE ITS GENDER PAY GAP?**

SSAFA is committed to:

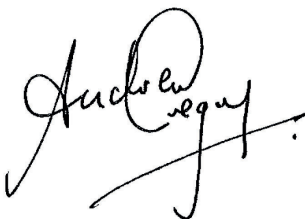
- Continuing to actively promote internal career progression for our female employees.
- Using a formal, internally developed, job evaluation process to evaluate job roles and pay bands with the intention of ensuring a fair, consistent and transparent method of determining pay.
- Further promoting our employer brand by highlighting the benefits of working at SSAFA as well as showcasing existing senior female role models.
- Training managers in unconscious bias awareness and inclusive recruitment practices.
- Fostering a culture of inclusivity which promotes greater diversity and will lead to a further reduction of the gender pay gap.
- Promoting remote and flexible working opportunities, incorporating learning from the Covid-19 pandemic, which will support women who are most likely to have caring responsibilities.

These initiatives will be communicated to employees, volunteers and trustees at key meetings, and by email, electronic newsletter and on the company intranet.

SSAFA's median gender pay gap results are very encouraging and we are confident that continued effort will result in a further reduction next year. We recognise that our scope to act is limited by available budgets, the need to compete with the market for talent and other factors out of our control. In the meantime, SSAFA is committed to reporting on an annual basis on what it is doing to reduce the gender pay gap and the progress that it is making.

I, Andrew Gregory, Chief Executive of SSAFA, confirm that the information in this statement is accurate.

Signed

A handwritten signature in black ink, appearing to read 'Andrew Gregory'. The signature is written in a cursive style with a long horizontal stroke extending to the right.