

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 2019.

ABOUT SSAFA

Our services can be divided into four categories:

- Welfare advice and support
- 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 about the services we offer can be found on our website:

ssafa.org.uk/about-us/how-we-help

SSAFA employed 443 full pay relevant employees and bank workers worldwide on the snapshot date. The workforce has consistently been around 75% female and 25% male for five years.

GENDER PAY GAP DATA

- The median gender pay gap is 4.73%. The table below displays the declining median gender pay gap over the last three years.

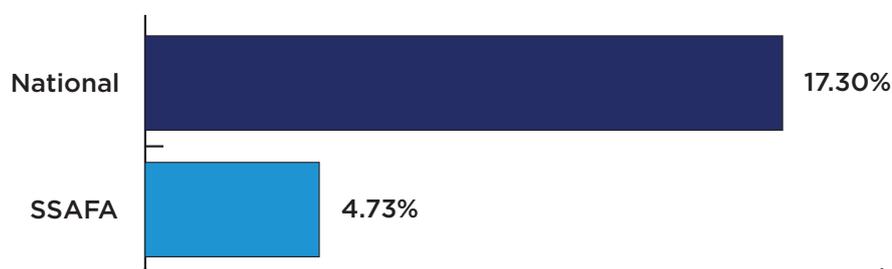
REPORTING DATE	MEDIAN GENDER PAY GAP
April 2017	13.16%
April 2018	9%
April 2019	4.73%

- The mean gender pay gap is 17.68%
- 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	25.45%	74.55%
Lower Middle	25.22%	74.78%
Upper Middle	19.82%	80.18%
Upper	38.74%	61.26%

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 2019 ONS ASHE figures) is 17.30%. At 4.73%, SSAFA's median gender pay gap is not only lower than it has been in the previous two years but is also less than a third of the gender pay gap for the national economy.

The steady reduction is very good news for SSAFA and we will continue to work towards a 0% gap.

The national mean gender pay gap (according to the 2019 ONS ASHE figures) is 16.20% while SSAFA's mean gender pay gap is a little higher at 17.68%. It should be noted that SSAFA's mean gender pay gap has reduced from 27.4% since April 2017 which is significant.

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%.

WHAT ARE THE UNDERLYING CAUSES OF SSAFA'S GENDER PAY GAP?

Our confidence remains that our gender pay gap is not a result of paying 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. As we have stated in previous years, it is more likely that the gender pay gap is the result of the roles in which men and women work within the organisation and the salaries that these roles attract, as well as the effect of regional variances and historical pay structures.

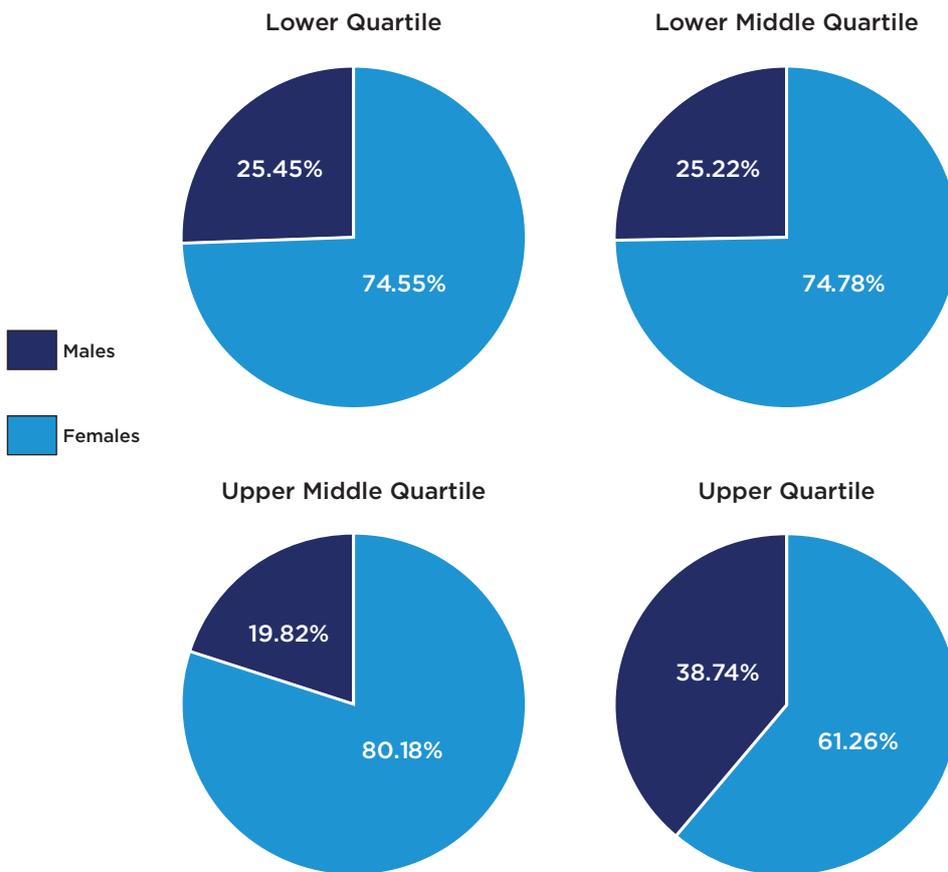
Across the UK economy as a whole, men are more likely than women to be in senior roles (particularly very senior roles at the top of organisations), while women are more likely than men to be in front-line roles at the lower end of the organisation. In addition, men are more likely to be in technical and IT-related roles, which attract higher rates of pay than other roles at similar levels of seniority. Women are also more likely than men to have had breaks from work that have affected their career progression, for example to bring up children. Additionally, they are more likely to work part time and many of the jobs that are available across the UK on a part-time basis are relatively low paid.

This pattern from the UK economy as a whole is reflected in the make-up of SSAFA's workforce, where the majority of employees in front-line health and social care positions across the organisation are women, while the majority of management and senior roles are held by men.

The structure of the organisation has changed significantly over the last few years and will

continue to do so as we refocus our work to meet the needs of our beneficiaries. It is likely that the gender pay gap has been affected positively as a result of this.

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. To some extent this is the case with the ratio of men to women in the lower two quartiles reflecting the gender profile of the wider organisation. However, there is a drop in the proportion in males in the upper middle quartile - this band includes professional health & social care staff who are, on the whole, female. This is a trend found in the health & social care sector generally. The proportion of men increases to 38.3% in the upper quartile and can be attributed to the number of male medical practitioners and directors. This finding is similar to April 2017 and April 2018.

WHAT IS SSAFA DOING TO ADDRESS ITS GENDER PAY GAP?

SSAFA is committed to:

- Continuing to actively promote internal career progression for our female employees.
- Rolling job evaluation out to the wider organisation, following the successful pilot. A formal, internally developed, job evaluation process has been used to evaluate job roles and pay bands since mid-2019 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.
- Fostering a culture of inclusivity which promotes greater diversity and will lead to a reducing gender pay gap.

These initiatives will be communicated to employees by email, electronic newsletter and on the company intranet.

We hope that our continued effort to create a learning culture and make SSAFA an inclusive workplace to work will result in a further reduction of the gender pay gap. 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', with a long horizontal stroke extending to the right.