

GENDER PAY GAP STATEMENT 2025

Introduction

Our mission is to provide safe homes and transform lives, working with some of the most vulnerable in society and people who need a safe home to live in. Fundamental to delivering our mission is a happy, dedicated and engaged workforce.

We are committed to ensuring equality across all employees at Salvation Army Homes and one of the key ways we monitor this is by reporting annually on our gender pay gap. The gender pay gap looks at the difference in the average pay of male and female employees in an organisation.

Salvation Army Homes are pleased to report a year-on-year improvement in our gender pay gap. As of April 2025, the average difference in pay, using the mean, was 0.7%. This means the average pay for males was only 0.7% higher than the average pay for females.

21.41p
per hour



21.26p
per hour

Our gender pay gap has reduced considerably compared to April 2024 when the gender pay gap was 14.05%

Looking across the whole employee population in April 2025, it was 65.3% female and 34.7% male. It does tend to be the case that there are a higher proportion of females to males in this sector and the aim, which we have achieved, was to have a similar representation of females at all levels within Salvation Army Homes. In non-managerial roles, 65% are female. In managerial roles (excluding Executive Management Team (EMT) and Heads of Service), 66% are female. When we look at EMT and Heads of Service as a group, we see there are 70% females and 30% males.

Our Position

Salvation Army Homes operates nationally and, in an environment where what we are able to pay is often not completely within our control. We have more females than males in front-line roles, for example within the support sector, where salaries are often lower. In many cases within the support sector, what we are able to pay is set by external market factors, such as the contract price set by commissioners.

The support sector has a much higher proportion of females in front line roles and statistically, our services attract more females with many of our schemes outside London, compared to manager and specialist roles in the rest of the business. Within the London area, salaries also tend to be higher than the rest of the UK.

Equality Of Pay

We are committed to equality of opportunity and as of April 2024, Salvation Army

Homes is a median market paying employer, ensuring all salaries are at the Real Living Wage and London Living Wage or higher.

We have a fair approach to reward, and we pay our employees, salaries that are proportionate to the complexity of each role, and in line with our ethos and objectives. Our approach to how we reward our employees is by focusing on reviewing the roles not the people in those roles. We achieve clarity and transparency through working with external benchmarking providers. We ensure we remain competitive by benchmarking salaries in line with market trends, which is completed for each new role as it arises and at least every three years going forward.

We value the diversity, expertise and passionate commitment of all our employees. The slight difference in pay between genders is reflective of how females and males are distributed throughout the organisation. Employees doing the same role are paid equally, whether they are male or female.

Mean / Median / Quartiles / Bonus Pay

Salvation Army Homes looks at the difference in mean, median and quartiles as this is a good indication of how salaries of males and females are spread throughout an organisation:

MEAN

This is calculated by adding all the male employee's salaries and dividing by the number of males in the organisation, then adding all the female employee's salaries and dividing by the number of females in the organisation. The mean gender pay gap is the difference between these two numbers. Our mean gender pay gap is:

0.7%

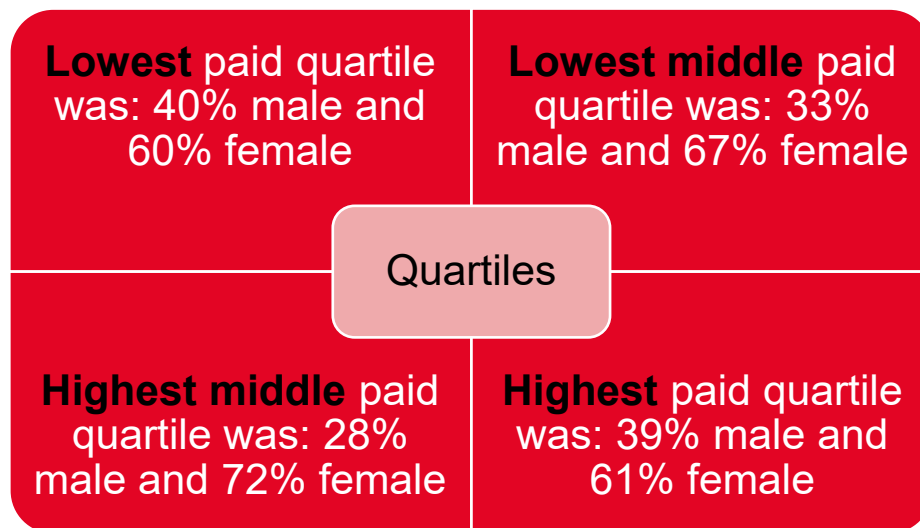
MEDIAN

This is calculated by sorting all the male employee's salaries by size and selecting the middle salary, then sorting all the female employee's salaries by size and selecting the middle salary. The median gender pay gap is the difference between these two figures. Our median gender pay gap is:

- 2.28%

QUARTILES

This is where all the salaries, male and female, are sorted by size and divided into equal quarters. Salvation Army Homes is required to publish the percentage of males and females in each quarter; this shows how males and females are distributed throughout the organisation by salary brackets:



BONUS PAY

Salvation Army Homes is also required to report on bonus payments however, our data in this section only relates to our length of service awards and our retention payments. Both payments are solely based on each individual employees' start date of employment and we do not feel this gives a true representation of a pay gap.

BONUS PAY MEAN

This adding all the bonus payments made to male employees in the month of April 2025 and dividing by the number of males who received a bonus. This calculation is then repeated for the females. The mean average for females is then deducted from the mean average for males and multiplied by 100. Our mean bonus gender pay gap is:

-9.38%

BONUS PAY MEDIAN

This is calculated by sorting all the men's bonus payments in April 2025 by size and selecting the middle bonus payment. This is then repeated for the females. Our median bonus gender pay gap is:

0%

The median bonus payment for males and females was £250 and the mean bonus payment was £200 for males and £219 for females.

What Are We Doing To Address Our Gender Pay Gap?

We are absolutely committed to keeping our gender pay gap down where it is and aim to reduce it completely to zero by doing the following:

- Implementing our new suite of employee benefits which have been updated in response to employee feedback to suit the varying needs of the diverse employee population we have
- Continually reviewing and improving our recruitment and selection practices, and their practical application, to ensure they reflect our values (Servant Leadership, Passion, Inclusion, Respect and Empowerment). We continue to aim to create a diverse talent pool and create an employee referral program, conducting skill-based assessments and structured interviews
- Maintaining a diverse leadership team
- Conducting salary benchmarking of all job roles at least every three years, ensuring salaries are consistently paid at median market rate
- Continuing to develop our management team, focusing on skills and abilities such as role profiling, interview techniques and discrimination / unconscious bias training
- Develop career pathways by identifying critical posts for career development and offering training/apprenticeships, reverse mentoring and individual coaching opportunities to help minority groups develop their skills and progress within their career with Salvation Army Homes
- Ensure workplace flexibility for all existing and future employees by promoting our hybrid working methods and promoting family friendly policies
- Delivering on the year three actions from our Equality, Diversity and Inclusion (EDI) strategy and action plan
- Working towards achieving Investors in People Gold status after being awarded Silver in October 2024.

Declaration

I, Lynne Shea, Chief Executive, confirm that the information in this statement is accurate.

Signed:



Date: 23 September 2025