GENDER PAY GAP STATEMENT APRIL 2026

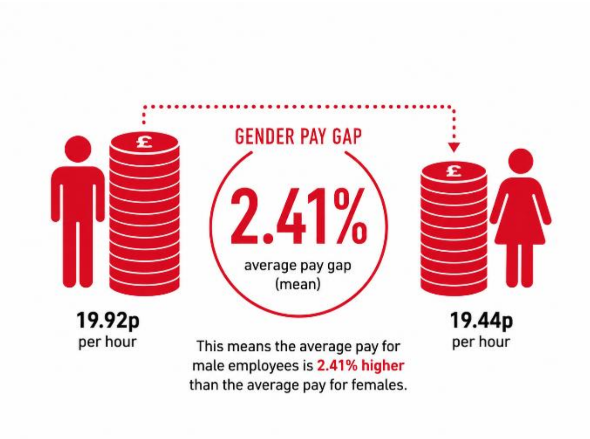
Introduction

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, engaged, skilled and competent workforce.

We are committed to promoting equality across all employees at Salvation Army Homes, and one of the ways we monitor this is through our annual gender pay gap reporting. The gender pay gap measures the difference in average earnings between male and female employees across the organisation.

In preparing this year's report, Salvation Army Homes has worked with Inbucon, remuneration consulting specialists, to calculate and validate the gender pay gap statistics.

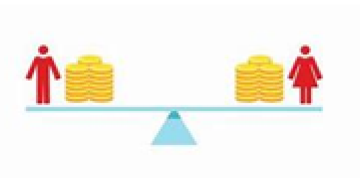
As of April 2026, the average difference in pay, using the mean, was 2.41%. This means the average pay for male employees was 2.41% higher than the average pay for females.



While the mean gender pay gap has increased slightly to 2.41%, compared with 0.7% in the previous year, it remains significantly lower than April 2024, when the gap stood at 14.05%. This demonstrates that, despite some year-on-year fluctuation, the organisation has made substantial progress in reducing the gap over the longer term.

Looking across the whole employee population in April 2026, 66.11% of employees were female (197 employees) and 33.89% were male (101 employees). Compared with the previous year, the proportion of female employees has increased slightly from 65.3%, while the proportion of male employees decreased from 34.7%. The housing and social care sectors typically attract a higher proportion of female employees, and Salvation Army Homes reflects this wider sector trend. Our objective is to ensure that this representation is reflected across all levels of the organisation, and we are pleased to have achieved a balanced distribution of female employees throughout the workforce. In non-managerial roles, 65.1% are female. In managerial roles (excluding Executive Management Team (EMT)), 67.5% are female, which is a slight increase from the previous year. When we look at EMT, 100% are female which is the same as the gender split for EMT in April 2025.

19.92p
per hour



19.44p
per hour

Our Position

Salvation Army Homes operates across England, providing housing and support services to some of the most vulnerable people in our communities. As with many organisations in the housing and support sectors, our workforce includes a higher proportion of female employees, particularly in frontline and support-focused roles. This reflects wider sector trends and the demographics of the labour market from which we recruit.

Our employees are represented across all levels of the organisation, with women making up a significant proportion of the workforce in every pay quartile. The distribution of employees across different roles and occupational groups can influence the overall gender pay gap, even where men and women are paid equally for undertaking the same work.

The geographical spread of our services can also influence average pay levels, with some specialist and management roles concentrated in areas where market rates are typically higher. However, our pay gap remains low and continues to compare favourably with historic levels.

Equality Of Pay

We are committed to providing equality of opportunity for all employees and ensuring our reward practices are fair, transparent and evidence based. As of April 2026, Salvation Army Homes remains a median market-paying employer, with all employees receiving at least the Real Living Wage or London Living Wage, as applicable.

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Our approach to reward is founded on the principle of paying fairly for the role being undertaken. Salaries are determined by the responsibilities, skills and requirements of each position rather than the individual occupying the role. To support this, we use independent market benchmarking to ensure salaries remain competitive, consistent and aligned with market practice. An organisation wide benchmarking exercise was conducted in October 2025 to ensure all roles still reflect the median market rate of pay and salaries were increased where there was any variation found. Benchmarking is also undertaken for new roles and will continue to be reviewed regularly to maintain fairness and consistency across the organisation.

We value the diversity, expertise and commitment of all our employees. The small gender pay gap reported reflects the distribution of employees across different roles within the organisation rather than differences in pay for comparable work. Men and women performing the same role are paid equally, regardless of gender.

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:

2.41%

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:

-1.31%

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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:

Lower paid quartile was: 36% male and 64% female

Lower middle paid quartile was: 33% male and 67% female

Quartiles

Upper middle paid quartile was: 29% male and 71% female

Upper paid quartile was: 37% male and 63% female

BONUS PAY

Salvation Army Homes is also required to report on bonus payments. In 2026, the bonus figures include long-service awards, retention payments and one-off lump sum payments made to some employees as part of the annual pay award. The value of these payments varied depending on individual circumstances and eligibility.

As these payments are not linked to performance and are instead determined by factors such as length of service, employment start date and eligibility under the pay award arrangements, we do not believe the bonus pay gap figures provide a meaningful measure of gender-based pay differences within the organisation.

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BONUS PAY MEAN

This adding all the bonus payments made to male employees up to the month of April 2026 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:

-14.4%

BONUS PAY MEDIAN

This is calculated by sorting all the men's bonus payments up to April 2026 by size and selecting the middle bonus payment. This is then repeated for the females. Our median bonus gender pay gap is:

-20.0%

Of the entire workforce, 58.4% of male employees received a bonus payment, compared with 53.3% of female employees. The mean bonus payment was higher for female employees than for male employees, reflecting the differing types and values of payments received during the reporting period.

Gender Equality Action Plan 2026-27

Although our gender pay gap remains low, we recognise the importance of continual improvement. The following voluntary Gender Equality Action Plan sets out the practical steps we will take over the coming year to maintain fair employment practices, support equality of opportunity and continue reducing any barriers to progression.

Our Commitment

Salvation Army Homes is committed to maintaining a fair, inclusive and transparent workplace where everyone has equal opportunity to succeed regardless of gender. Whilst our mean gender pay gap remains low at 2.41%, we recognise the importance of continually reviewing our employment practices to ensure equality of opportunity is maintained across all levels of the organisation.

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Our action plan focuses on sustaining our positive position, monitoring emerging trends and continuing to support all colleagues throughout their careers.

Action	Why are we doing this	Success Measure	Timescale	Lead
Continue regular pay benchmarking	To ensure salaries remain fair, competitive and based on role rather than gender	Benchmarking completed and any anomalies addressed	Every three years (or sooner where required)	Head of People Services
Monitor recruitment, promotion and internal progression	To ensure fair access to career opportunities across all genders and identify any emerging trends	Annual review of recruitment and promotion data presented to Executive Management Team (EMT)	Annual	People Services Operations Manager
Support career development	Continue providing apprenticeships, mentoring, coaching and leadership development opportunities for all employees	Increased participation across development programmes with balanced gender representation	Ongoing	Learning & Development
Maintain inclusive recruitment practices	Continue reviewing recruitment processes, advertising and selection methods to attract diverse candidates and reduce potential bias	Recruitment practices reviewed annually and Applicant Tracking System functionality used to support inclusive recruitment	2026–27	People Services
Strengthen family-friendly and flexible working	After relaunching our benefits offering, continue promoting flexible working and	Employee engagement feedback remains positive and flexible working	Ongoing	People Services

	enhanced family-friendly benefits to support attraction and retention of talented employees	requests managed consistently		
Support employees experiencing menopause	Building on our Menopause Friendly Employer accreditation, menopause policy, Menopause Champions and employee coffee group, we will continue to embed menopause support across the organisation. We will also work towards achieving Disability Confident (Level three) status and explore additional accreditations that support inclusive workplaces, including Menstruation Friendly and recognised neurodiversity standards.	Maintain Menopause Friendly Employer accreditation, achieve Disability Confident (Level 3) status, evaluate and progress relevant inclusion accreditations, and monitor employee engagement and wellbeing feedback.	During 2026 - 28	Senior People Partner
Embed the Equity, Diversity and Inclusion Strategy	Deliver the Year one actions within the EDI Strategy and Action Plan, reviewing progress regularly and ensuring inclusion is embedded across	Year 1 EDI Action Plan delivered and progress reported to EMT and Board.	2026–27	Head of People Services

	organisational policies, practices and decision-making.			
Strengthen employee engagement and organisational excellence	Continuing to improve the employee experience, acting on employee feedback and working towards achieving Investors in People Gold accreditation, building on the Silver award achieved in October 2024.	Investors in People Gold achieved and employee engagement measures maintained or improved.	2026–28	EMT & People Services
Monitor progress	Review gender pay gap data annually alongside workforce demographics to ensure our positive position is maintained and identify opportunities for further improvement	Annual Gender Pay Gap Report and Action Plan reviewed by EMT and Board	Annually	Chief Executive & Head of People Services

Measuring Success

Progress will be monitored through:

- Annual Gender Pay Gap reporting.
- Workforce demographic analysis.
- Recruitment, promotion and retention data.
- Employee engagement survey results.
- Uptake of learning and development opportunities.
- Feedback from employees regarding menopause and wellbeing support.

Review

This action plan will be reviewed annually alongside the publication of our Gender Pay Gap Report to ensure it remains relevant, proportionate and aligned with organisational priorities.

Declaration

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

Signed: **Date: 4 August 2026**