

# GENDER PAY GAP REPORT

SSAFA, the Armed Forces charity has published a gender pay gap report every year since 2017. This report is for the snapshot date of 5 April 2021.

## ABOUT SSAFA

SSAFA, the Armed Forces charity, has been providing practical, emotional, and financial support to our Forces and their families since 1885. Last year our teams of volunteers and employees helped more than 79,000 people in need, from Second World War veterans to those who have served in more recent conflicts or are still currently serving, and their families.

SSAFA understands that behind every uniform is a person. And we are here for that person and their family – any time they need us, in any way they need us, for as long as they need us.

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) and in our [2021 Impact Report](#)

## SSAFA'S WORKFORCE

SSAFA employed 326 full-pay relevant employees and zero-hour workers worldwide on the snapshot date. The workforce was previously roughly 75% female and 25% male for many years, but in the last few years it has been 71% female and 29% male.

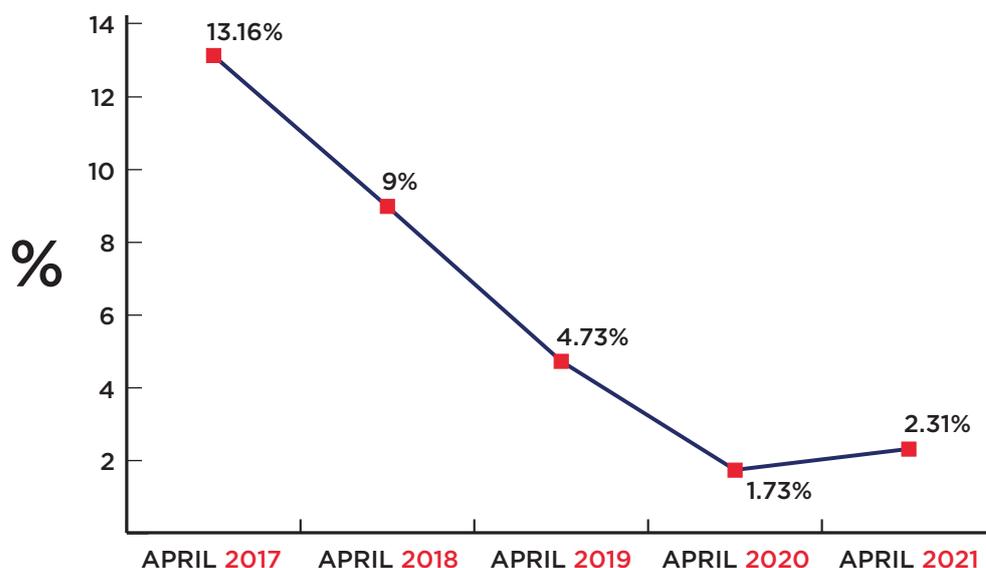
Our senior management team had good gender representation, with 45% being female. The biggest concentration of female employees was in Social Care Operations and Community Healthcare Operations. No SSAFA directorates had fewer than 50% female employees.

## GENDER PAY GAP DATA

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

- The median gender pay gap at the snapshot date was 2.31%. The chart below displays the declining median gender pay gap since the first report in 2017.

### Median Gender Pay Gap Trend



- The mean gender pay gap is 12.14%
- As bonus payments were stopped in 2017, there is nothing to report on the median and mean gender bonus gap, or the proportion of male and female employees receiving a bonus.
- The table below displays the proportion of males and females within each of the quartile pay bands.

QUARTILE	MALES	FEMALES
Lower	23.46%	76.54%
Lower Middle	30.49%	69.51%
Upper Middle	27.16%	72.84%
Upper	31.71%	68.29%

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

### Comparison of Median Gender Pay Gap



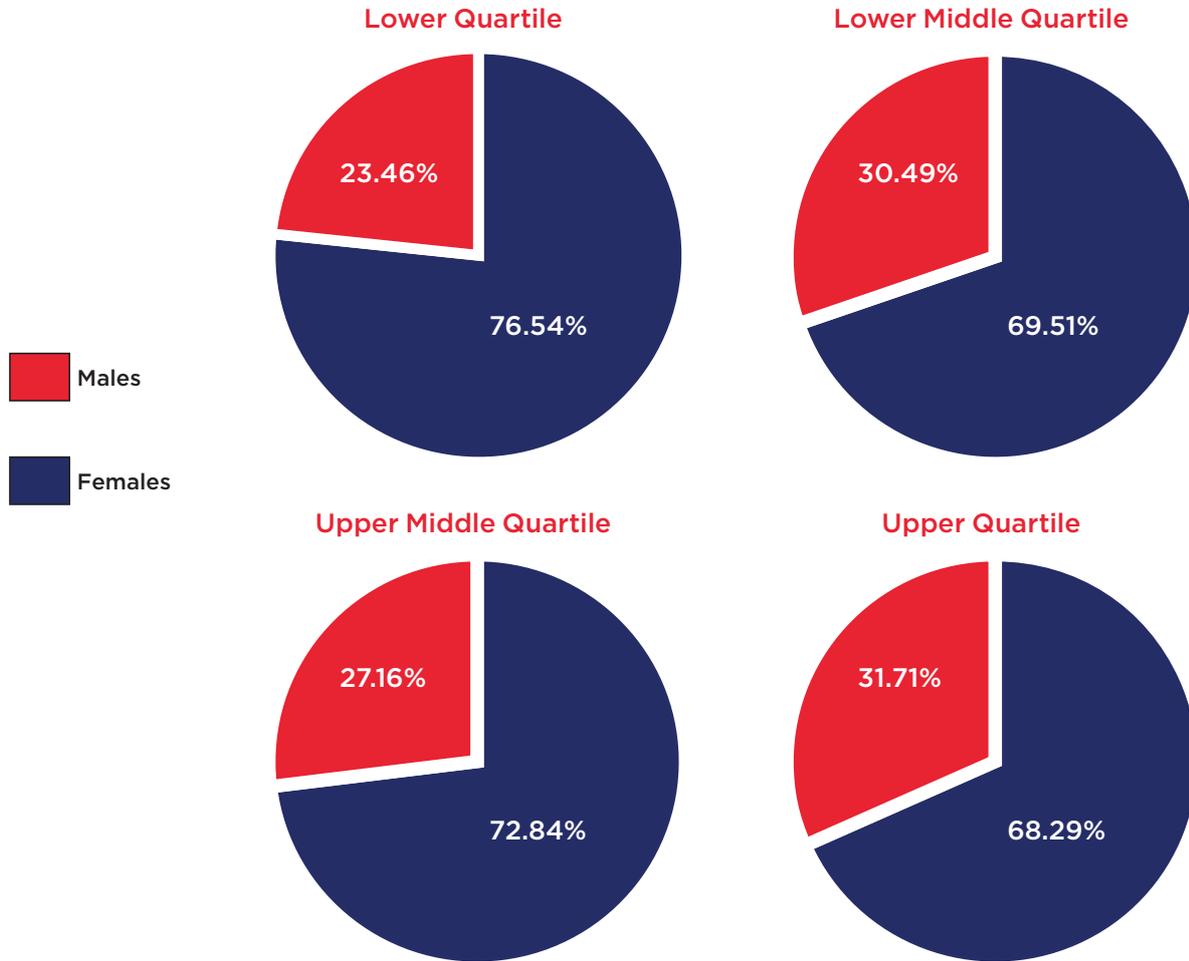
SSAFA's median gender pay gap (2.31%) continues to be considerably lower than the national median gender pay gap (15.4%, according to the 2021 ONS ASHE figures).

Since our 2020 report, some of the services that SSAFA offered have been discontinued. During the COVID pandemic and in an effort to reduce costs, SSAFA imposed a recruitment freeze. As a result, more employees left SSAFA than joined as new employees, with the average salary of the new joiners being lower. These factors are likely to have contributed to the slight growth in the median gender pay gap.

SSAFA's mean gender pay gap (12.14%) also remains lower than the national mean gender pay gap (14.9%, according to the 2021 ONS ASHE figures). The mean measure can be influenced by the existence of outliers and so does not present an accurate picture. Nevertheless, it has reduced significantly year on year from 27.4% in April 2017 and we anticipate that it will continue to remain at a low level.

## PAY QUARTILES

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. This is almost the case in most of the quartiles except the lower quartile where there are proportionally more females – 76.5% when the workforce is 71% female.

The roles in the lower quartile include housekeepers, administrators and family support workers. In addition, the majority of those roles are part time and we have seen that applicants for these positions are often female. Whilst this may go some way to explaining why there is a higher proportion of females in the lower quartile, we will not remain complacent but will continue to work to address this.

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

SSAFA's gender pay gap has been positively impacted as a result of our fair and robust remuneration policy. 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. We recognise that our scope to match competitive remuneration is sometimes limited by available budgets, as well as the need to compete with the market for talent and other factors out of our control. We are confident that we do not pay men and women differently for the same or equivalent work and we pro-actively identify and re-evaluate salaries for roles which have grown in value and remit.

The structure of the organisation has changed significantly over the last few years, initially in the community health and social care area, and more recently in volunteer operations and fundraising. These changes have removed some roles at the very top and bottom of the pay range, at the same time creating new roles that give us an opportunity to expand and explore how we can bring more diverse, talented individuals into our organisation.

## **EQUALITY, DIVERSITY AND INCLUSION AT SSAFA**

SSAFA exists to support a diverse range of beneficiaries within the Armed Forces community, and we believe diversity within our teams is key to ensuring we can deliver our services effectively. We thrive on differences and believe it is critical to our success as a worldwide charity.

SSAFA is proud to be an equal opportunity workplace that seeks to recruit, develop and retain the most talented people from a variety of backgrounds, perspectives, and skills. We have put in place a number of initiatives at all stages of the employee lifecycle to support our goal of being an inclusive workplace.

## **EDUCATION**

- Fostering a culture of inclusivity through public commitments from our leadership team, along with the introduction of relevant training, policies, support groups and engagement activities such as awareness campaigns that celebrate difference for example; Pride, LGBTQ adoption week, Holocaust Memorial Day, Black History month, International Women's Day and commemorating different religious festivals.
- Development of a library of resources to educate and support employee understanding of diversity and inclusion.
- Training managers in unconscious bias awareness and inclusive recruitment practices.
- Mandatory equality, diversity and inclusion training for all employees.
- Supporting the development of our employees and creating a learning organisation. We address learning needs at all levels across the organisation through provision of a wide range of programmes. Our objective is to help our people realise their full potential.
- Membership with Stonewall and Inclusive Employers, which gives access to additional training and resources, guidance and suggestions on how to drive improved employee engagement.

## **RECRUITMENT**

- Scrutinising job descriptions and adverts for discriminatory and gender-imbalanced wording.
- Advertising vacancies with a spot or maximum salary to reduce room for negotiation.
- Using a blind review process when recruiting and assessing candidates on skills and potential, not experience.

## **PAY**

- Using a formal, internally developed, job evaluation process to evaluate job roles and pay bands to ensure a fair, consistent and transparent method of determining pay.

## **TERMS AND CONDITIONS**

- Allowing new employees to access flexible working from their first day of employment with SSAFA.
- Giving all employees the flexibility to work remotely and choose their hours based on the nature of the role.

## **LOOKING FORWARD**

Despite the impact of Covid-19 on our recruitment activities in 2020 and early 2021, SSAFA's median gender pay gap results remained low.

Our organisation is fully committed to equality, diversity and inclusion and will continue in our efforts to further educate and promote this across our charity in the coming year. We will continue reporting on an annual basis on what we are doing to reduce the gender pay gap and actively share updates on the progress that we are making in this area.

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

A handwritten signature in black ink, reading "Andrew Gregory". The signature is written in a cursive style with a long horizontal stroke at the end.