

# GENDER PAY GAP REPORT

5 APRIL 2018

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**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 2018.**

**ssafa** | the  
Armed Forces  
charity

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Registered Charity No 210760 Est. 1885, Registered Charity (Scotland) No. SC038056, Registered Charity (ROI) No. 20006082

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## About SSAFA

Our services can be divided into five categories:



### Welfare advice and support



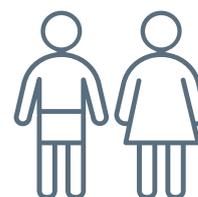
### Housing



### 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** including an adoption service for military families, and support for families with additional needs and disabilities.

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

[ssafa.org.uk/about-us/ssafa-today](https://ssafa.org.uk/about-us/ssafa-today)

Of our 522 employees and bank workers worldwide on the snapshot date, 51% were employed in health & social care roles and 30% were in volunteer operations, welfare, housing, specialist services and services for children. The remaining 19% of our employees occupied positions in support functions such as finance, HR, marketing and fundraising. The workforce has consistently been 75% female and 25% male for four years.

## Gender pay gap data

- The mean gender pay gap is 17.3%
- The median gender pay gap is 9%
- The mean gender bonus gap is 0%
- The median 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	22.9%	77.1%
Lower Middle	23.9%	76.1%
Upper Middle	21.0%	79.0%
Upper	38.3%	61.7%

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?

### Comparison of Median Gender Pay Gap



The national median gender pay gap (according to the April 2018 ONS ASHE figures) is 17.9%. At 9%, SSAFA's median gender pay gap is not only lower than in April 2017 - when it was 13.2% - but is also half that of the gender pay gap percentage for the whole economy.

Health & social care continues to make up the biggest part of SSAFA's employee base so any sector comparison should consider the UK's human health & social work sector. The median gender pay gap for the sector is 17.3% (April 2018 ONS ASHE). SSAFA's median gender pay gap for employees in health & social care is 18.4% which is broadly similar to the sector average.

### Comparison of Mean Gender Pay Gap



The national mean gender pay gap (according to the April 2018 ONS ASHE figures) is 17.1% while SSAFA's mean gender pay gap is very close at 17.3%. The mean gender pay gap for the human health and social work sector is 24.6% (April 2018 ONS ASHE). The mean gender pay gap for employees in SSAFA's health & social care service is lower at 20.9%.

However, it should be noted that the mean measure can be influenced by the existence of outliers and so use of the median is preferable.

## What are the underlying causes of SSAFA's gender pay gap?

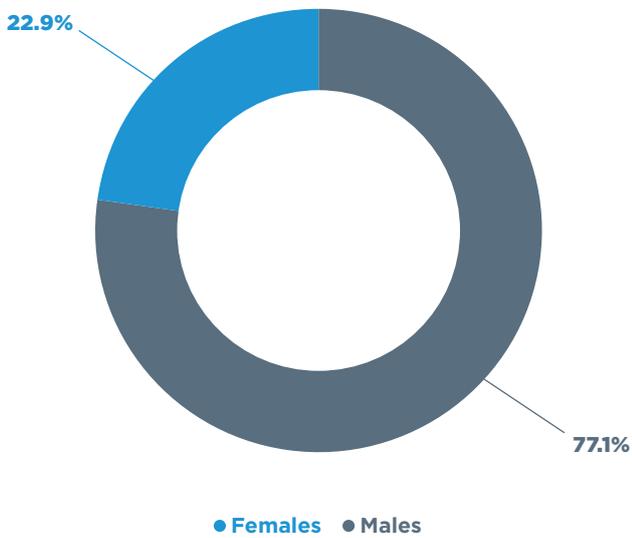
We remain confident that our gender pay gap is not a result of paying men and women differently for the same or equivalent work. Salaries are decided based on the value of the role, market rates and the available budget – no account is taken of the gender of the prospective or current post holder. It 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.

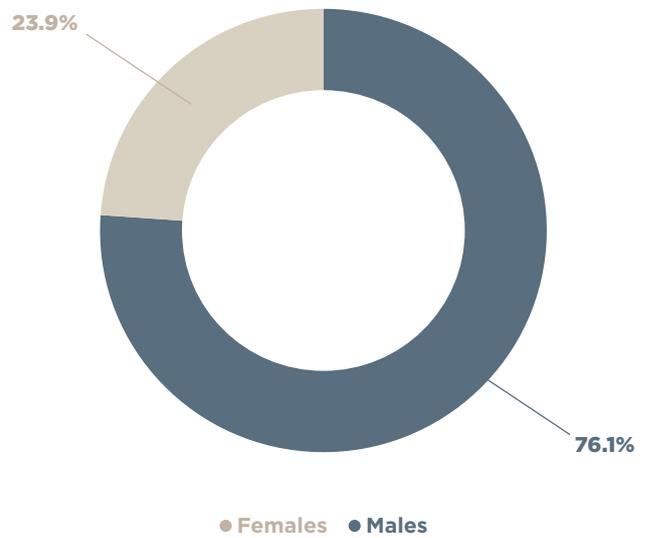
This pattern from the UK economy as a whole is reflected in the make-up of SSAFA's workforce, where the majority of employees in front-line health and social care positions across the organisation are women, while the majority of management and senior roles are held by men.

The 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%.

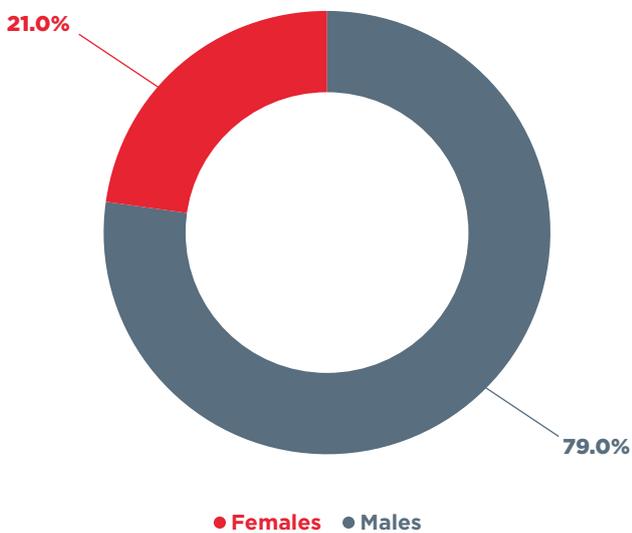
**Lower Quartile**



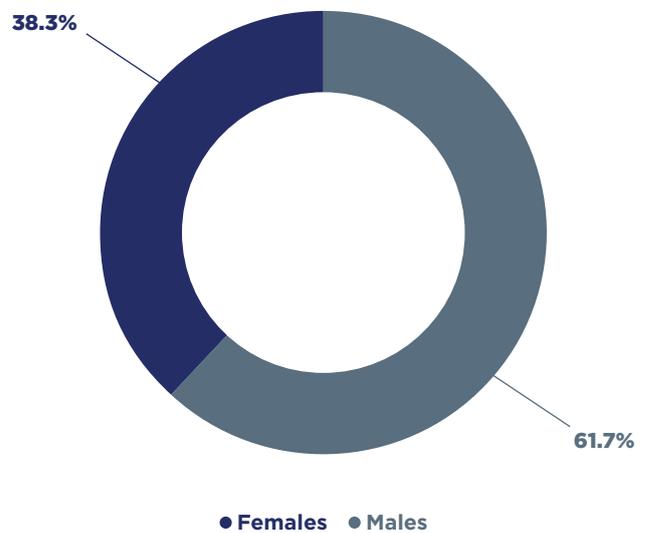
**Lower Middle Quartile**



**Upper Middle Quartile**



**Upper Quartile**



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 remaining roughly the same in the lower three quartiles, but the proportion of men increases to 38.3% in the upper quartile. This finding is similar to April 2017.

Bonus payments are no longer made at SSAFA, therefore the bonus gender pay gap is 0%.

## What is SSAFA doing to address its gender pay gap?

Our April 2017 report mentioned the following steps that SSAFA has already taken to promote gender diversity in all areas of its workforce include the following:

- We monitor gender diversity in the workforce and report regularly to the management board.
- We have embedded inclusion into our core SSAFA values and provide online training for equality, diversity and inclusion to all members of SSAFA.
- Questions testing candidates' understanding of, and attitude towards, diversity are included in all recruitment interviews.

Since the last report, we have also:



**Reviewed our recognition scheme.** The monetary reward for outstanding performance was withdrawn in 2017 and has been replaced with a non-monetary recognition scheme. This has effectively ended bonus payments.



**Piloted job evaluation.** We evaluated the salaries of the existing employees in one department. We have invested in market pay data from a credible source and refer to it when setting salaries.



**Reviewed our recruitment methods.** We take extra care to ensure that the language used in job descriptions and adverts, in particular for senior roles, is not indirectly deterring female candidates from applying. We have consulted our recruitment media agency and believe that our choice of media is suitable for attracting both genders but we do include media that targets more specific female audiences when advertising for senior roles. Since April 2018 we have recruited for three senior roles. Data collected in relation to the candidates who applied indicates that there was a majority of male applicants but ultimately females have succeeded in being appointed to two of the three roles. Our recruitment process is continuously reviewed to ensure fairness and consistency.



**Developed talent.** We actively promote internal career progression for our female employees by identifying where we can support the development of their skills and help them to prepare for their next role.

**In the coming year, SSAFA is also 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. We intend to introduce a formal, internally developed, job evaluation process in early 2019 which will be used to evaluate job roles and pay bands with the aim of ensuring an even fairer remuneration structure.
- Working hard to promote 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. The Inclusion strategy is awaiting approval and is ready to be implemented, although we are already promoting diversity days (e.g. National Inclusion Week, and Black History Month) and participating in the Stonewall Workplace Equality Index.

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

None of these initiatives will, in isolation, remove the gender pay gap - and it may be several years before some have any impact at all. We also 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.

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





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